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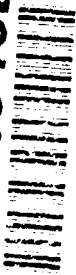
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The Battalion Commander's Handbook 1991



U.S. ARMY WAR COLLEGE
Carlisle Barracks, Pennsylvania
June 1991

91-15162



"NOT TO PROMOTE WAR, BUT TO PRESERVE PEACE"

THE BATTALION
COMMANDER'S
HANDBOOK
1991

U.S. ARMY WAR COLLEGE
Carlisle Barracks, Pennsylvania
June 1991

"NOT TO PROMOTE WAR, BUT TO PRESERVE PEACE"

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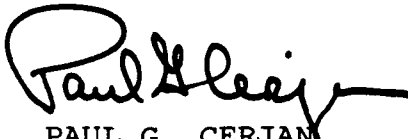
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FOREWORD

This handbook has been prepared by former battalion commanders of the USAWC Class of 1991 to help newly designated battalion commanders as they prepare to assume battalion command.

This document does not convey official Army doctrine nor is it a complete checklist of how to command a battalion. It presents a synthesis of the vast and varied command experiences of approximately 130 former battalion commanders currently attending the U.S. Army War College.

The handbook is not a recipe for command success; it is merely a guide which should help you to cope with the ever-present challenges of leading soldiers and developing competent, confident leaders. Use the contents to suit your needs and remember that the ultimate goal is to promote a command climate which inspires in your subordinates a feeling of trust and confidence as well as a sense of loyalty and commitment to every task the unit may be required to undertake in peace or war. If it helps you achieve this, the handbook will have more than justified the effort required for its preparation.



PAUL G. CERJAN
Major General, USA
Commandant

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The authors and editor gratefully acknowledge the support provided by their classmates, spouses, and members of the staff and faculty at the U.S. Army War College who helped in preparing this handbook. Special thanks to Colonel Alfred G. Snelgrove, Jr., our military study project advisor and to Ms. Pat Bonneau who patiently typed the many revisions and final version. We gratefully acknowledge the efforts of those who participated in producing previous Battalion Commander's Handbooks since we borrowed extensively and unabashedly from their work and ideas.

The following officers at the U.S. Army War College produced this handbook:

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PREFACE

The 1991 version of the Battalion Commander's Handbook was written primarily for the recently selected battalion commander. It provides tips on how to transition into command and how to approach some of the more interesting challenges. The Handbook can also be useful to incumbent commanders at all levels as a source of ideas. This Handbook updates the versions produced by USAWC students in the Classes of 1977, 1980, and 1984. We borrowed heavily from our predecessors and incorporated updated relevant changes based on student survey input from approximately 130 former battalion commanders in the AWC Class of 1991.

Our goal was to create a concisely written, well-formatted, easily referenced and usable compendium of insights to battalion command. The first two chapters address the more common concerns of all new commanders regardless of the type battalion he will command. Issues which are particularly critical before and shortly after assuming command are emphasized, but there is a broad range of memory-joggers which should prove useful throughout an entire command tour. Chapters 3 through 8 deal with unique aspects of specific type battalions. Chapter 9 highlights the very important area of family support.

This handbook does not convey official Army doctrine nor has it been staffed in the traditional sense. Unless otherwise stated, whenever the masculine gender is used, both men and women are included.

The authors and editor sincerely hope that you will gain some new insights and perspectives which will help you command and establish the best possible command climate.



ROBERT JH ANDERSON
LTC, AVIATION
CLASS 1991

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CHAPTER 1

PREPARING FOR COMMAND

This chapter provides hints that will assist you in preparing to command. While not all-inclusive, the list does provide some successful techniques used by other commanders. The period between your notification of command selection and your assumption of command can contribute significantly to your effective preparation. The following is provided to enhance your professional readiness as you prepare to assume command. After you have assumed command your time for self-study is limited.

Prior to Pre-Command Course

- Analyze your battalion's missions by studying the unit's MTOE/TDA and tactical and garrison SOPs. If taking command of a support battalion, study supported units' TOE/missions as well.
- Get copies of your battalion's and higher headquarters' policy and guidance letters.
- Sit down and develop your philosophy of command. Consider addressing some or all of the following topics personalized in your own words:
 - Goals
 - Objectives
 - Priorities
 - Purpose
 - Mission
 - Methods
 - Vision
 - Values and ethics
 - Likes and dislikes
 - Leadership style
 - Standards of discipline
 - Teamwork and cohesion
 - Command climate
 - Family care
- Study in detail your battalion's ARTEP and ATM requirements, read "How to Fight Manuals" FM's 71-2, 25-100 and NTC 71-2, plus FM 25-xxx series training FM 7-xx.
- Review your senior rater profile. Consider restarting it if the center of mass is not a two block or below.
- Read Perry M. Smith's book Taking Charge: A Practical Guide for Leaders.
- Read John G. Meyer's book, Company Command: The Bottom Line.
- If your unit has Reserve Component responsibilities, learn something about how reserve units operate and train. Also read Chapter 7 of this handbook.

- Become technically proficient down to platoon leader level, especially on weapons systems.
- Don't ignore your current job.
- You can't learn everything. The most important thing you are bringing to command is your personal experience--stay flexible.

Pre-Command Courses

These courses will be conducted at Fort Leavenworth and at your branch school in order to provide refresher training and an orientation in selected areas. The courses are well-structured and provide a superb opportunity to enhance your professional capabilities.

- Take full advantage of this opportunity to talk with experienced battalion commanders, your peers, or with junior officers and NCOs who may have recently served in your future battalion.
- Use the pre-command diagnostic tests to determine those areas you must emphasize.
- Take full advantage of the opportunity for weapons and equipment training.
- Emphasize warfighting skills.
- Make a notebook of key POCs at all PCCs for future use.
- Enjoy PCC and take leave prior to assuming command.

Preparation in Your Unit's Area of Operation

- Find out what the long-term unit missions are.
- Arrange a conference with your boss, his boss, and other members of your higher headquarters staff.
- Conduct office calls with higher headquarters staff (G3, IG, JAG, DISCOM, DS Maint, G1).
- Ask to be briefed by the higher headquarters' staff officers who help support your unit.
- Meet range control officials/review their SOP.
- Familiarize yourself with installation layout and facilities.

- Get to know the managers of the various post facilities and find out what services are available for your soldiers and their families.
- Determine your "slice relationship" with other units of the combined arms team.
- Visit in/out-processing, finance, personnel.
- Familiarize yourself with terrain, climate, people and language, if appropriate.
- Visit other battalion commanders and find out how they operate.
- Ask to be briefed by your boss's CSM concerning unit strengths and weaknesses. Ask about your noncommissioned officers.
- Study Division/Bde/Bn long-range plans.
- If possible, review BIO/ORB of Division/Brigade Commander.
- Respond to any welcome letters you receive.
- Brush up on personnel management, especially officer leader development. Know UCMJ and promotions, administrative discharge procedures, drug and alcohol programs.
- Keep a sensitive ear out for the command climate status in the unit.

Transition

- Review prior year's status reports, all inspection reports, and the CTC "take home" executive summary.
- Review the command inspection program results.
- Develop clear, concise, obtainable goals for the battalion.
- Write your expectations of the CSM.
- Review ORBs/support forms/Personnel Qualification Record on key people (Commanders, First Sergeants, XO, Staff and CSM).
- Memorize names of officers, senior NCOs and their wives.
- Don't communicate with your battalion any sooner than 6-8 months from the change of command, then ask for SOPs (especially operations and training).

- Minimize your presence in the unit area until you assume command.
- The transition of command should be as smooth as possible with minimum disruption to the battalion and its soldiers. As a minimum, during the time you spend with the outgoing commander have him tell you:
 - How he analyzes the battalion mission.
 - What goals, objectives, and priorities he has established for the unit.
 - How he views the current personnel situation, particularly key personnel.
 - What the unit's strengths and weaknesses are.
 - What skeletons are in the closet.
- Ensure you have a smooth hand-off from your predecessor. Focus on upcoming commitments and taskings.
- Publish and distribute your command philosophy.
- Reduce your most important policies to writing. Keep them brief, few and enforce them. Rescind them when no longer needed.
- Say what you mean and mean what you say. Don't publish unenforceable orders or policies.

Some Key Points For Your Consideration

Throughout your preparation be confident in your ability, but understand that there is much to learn. Study, listen, evaluate, and look forward to growing into your command position. When developing your approach to command, plan to build for the long term. Your transition will be facilitated if you remember the following key points:

- Be prepared for a fast-paced command tour.
- Time management is critical to your success. Establish a daily prioritized list of things to do. Delegate less important tasks. Ask yourself frequently "What is the best use of my time now?"
- Focus on what is important. Beware of focusing on what is urgent--it may not be all that important.
- You are the role model for the ethical and moral climate of your battalion.
- You set the command climate of your battalion which is the soldiers', NCOs' and officers' perception of how the leadership cares and what life is like in the unit.

◦ If married, discuss with your spouse her role on the command team; come to agreement; prepare your family for command.

◦ Be in excellent physical and mental condition. Your appearance and endurance will speak before you do.

◦ Set the example. Have the physical and mental toughness to practice what you preach.

◦ Get your personal life in order (finances/wills, etc.).

◦ Analyze and work on personal weak areas.

◦ Be prepared to be "sized-up" by battalion officers and NCOs. Set the standard with personal philosophy of "6 Be's":

- Be on time.
- Be dependable.
- Be sharp in appearance.
- Be courteous and respectful.
- Be careful.
- Be prepared.

◦ No matter how good you are, be humble.

◦ Think before you act or react.

◦ Think before you speak. Organize your thoughts. Everything you say will be critiqued by someone.

◦ Enjoy command, there is nothing like it.

◦ Make your battalion a soldier's battalion led by the chain of command with Commanders in charge.

◦ Take time to "smell the roses"--2 years pass very fast.

◦ Above all, be yourself.

CHAPTER 2

COMMANDING

When you receive the battalion colors you assume responsibility for the command. During the weeks following the change of command much of your effort will be devoted to the events involved in command transition. You must learn about your most precious resource, your soldiers, and you must also take a good look at your facilities and other critical areas that are essential to running an effective and motivated battalion. Additionally, you must think about your battalion's relationships with higher and adjacent units in order to garner the maximum support for your programs and those important to your boss.

The Change of Command

- Relax before the ceremony, rehearse your comments. Remember the day belongs to the outgoing commander.
- When you address the command, keep your remarks very brief. Say that you are proud and honored to be the new commander.
- Know who the senior people in the audience are and recognize them in your remarks.
- Know Post/Division Change of Command etiquette (e.g., if you stay on the field or retire immediately to your reception).
- If the ceremony failed to meet your expectations, discuss with XO/CSM later.
- Make sure you have practiced both fair and inclement weather scenarios.
- Try not to change command on a Friday or a Monday.
- If you're having a morning ceremony, give your troops the rest of the day off while you meet with key personnel. Know what to say; listen primarily.
- Don't schedule too much; enjoy the day, definitely don't go any longer than 1700. Remember the staff, particularly CSM and XO, have put in long hours preparing for the change of command.

Taking Command

- Make only those essential changes which are immediately required.

◦ As a principle, make changes slowly; but if you see something that is very wrong or very broken, fix it fast.

◦ Don't change policies until you review them. If not in agreement, ensure that the CG or Brigade Commander hasn't dictated this policy as one of his desires.

◦ Determine the high payoffs and the critical tasks that must be accomplished. Initially, spend the majority of your time in these areas.

◦ Don't change things for the sake of change; if a system or policy is working, keep it.

◦ Do not bad mouth predecessor, you did not "walk a mile in his shoes" with his priorities.

◦ Meet with CSM, XO/S3, company commanders, and staff in that order.

- Make sure your philosophy is known. Articulate your expectations and what your battalion can expect from you and your spouse. You can change and modify later if necessary.

- Have CSM, XO/S3 and company commanders brief you on their jobs, how they see their role, their expectations and standards.

- Ensure the staff knows they support company commanders and that only the Battalion Commander can say no to commanders. Have the staff monitor the attainment of specified standards.

- Ask what programs should be stopped, started or continued without change.

◦ Task the XO to set up and orchestrate the transition.

- The Adjutants Handbook published by the AG school has an excellent guide for transition day activities.

- Have a goal-setting session with key leaders during first 15 days, get everyone involved in setting goals and objectives.

- Some have used an Organizational Effectiveness transition model. Consider a day away from the unit, followed with a spouses' social.

- Consider providing separate letters outlining your expectations to CSM, company commanders, staff. Use the letter as the basis for initial counseling session during which you discuss philosophy and goals.

- Meet with your company commanders on day two in their area if possible.
- Ensure you get OER support forms within 30 days.
- In the euphoria of the change of command, do not make promises you can't keep, and don't make remarks that troops can interpret as an invitation to indiscipline.
- You will have several dozen great new ideas, you will be lucky to implement a half dozen; and if one lasts 6 months after you leave command, "you did good!"
- The way you come across initially will provide long lasting impressions.
- Avoid the "my battalion" syndrome--you have been given stewardship, not ownership.
- Think through the problem; pay attention to detail; and check, check and recheck.
- When in charge, take charge.
- Create a climate of pride.

Addressing Your Soldiers

- Talk to your troops as soon as possible after the change of command, share with them your personal convictions; talk to the entire battalion at one time, then address the officers and NCOs separately.
- During this initial briefing, stress your pride in commanding soldiers, their importance to national defense, your commitment to their welfare and professional development, talk about your high expectations and standards; don't blow smoke.
- Act confidently and speak positively in the presence of your troops.

Getting to Know Your Soldiers

- Remember, a soldier may not always believe what you say, but he will never doubt what you do.
- Consider having all battalion personnel fill out an opinion survey listing three ups and three downs about battalion life. Amplify the ups, fix the downs.

◦ Seek out reality, it is not available through your IN box, staff meetings, and daily staff reports; it is available through talking to soldiers doing their jobs.

◦ Get out of your office, "command from your feet, not your seat." Spend as much time with troops as you can, especially in the field; minimize the time you spend in your office.

◦ Talk to your soldiers, not at them. Tell your soldiers about yourself, your background, methods, and expectations. Don't be a firebreather or cheerleader if it is not your style.

◦ Be visible. Be approachable, ask your soldiers about their jobs and families.

◦ Soldiers will follow anyone who is technically and tactically proficient/competent and who is willing to share hardship.

◦ Visit your units at night, talk to CQs, SDNCOs. Listen to soldiers, they're great sources of info.

◦ Eat in the dining facility 2-3 times a week, and on weekends.

◦ Talk to LTs, PSGs, 1SGs, away from your office and theirs.

◦ Answer questions with promptness, even if the answer isn't what they want to hear.

◦ Talk to first-line leaders, ask soldiers what they like or dislike about unit, training and maintenance.

◦ Use positive motivators to the maximum. Give plenty of praise to those who are deserving.

◦ Learn your soldiers' names--this is important to them.

◦ Try to view soldiers' world from their perspective (How would I like to live in these billets? Eat in this dining facility? Work in this motor pool?).

◦ Consider having a small soldiers' council that meets with CSM regularly (ask CSM to invite you occasionally).

◦ Never be too busy to stop and talk to soldiers.

◦ Talk to the troops about their equipment; select crews during every maintenance period to demonstrate their maintenance techniques. Physically get in every vehicle in the battalion with crew present during maintenance recovery periods.

◦ Meet your troops during PT, ranges, guard duty, squad and crew training.

- Your goal is to make your soldiers winners.

Training and Readiness

Your top priority must be the creation and training of a mission-capable unit that can fight or support and survive in combat conditions. Your soldiers must be trained and capable of fighting with assigned unit equipment. You must ensure your soldiers are capable of absorbing or understanding training.

Training

- The rarest, most precious training resource is time.
- Don't accept substandard training.
- The battalion commander is the training manager in the battalion, not the S3.
- Training is the most important thing your unit will do. Be there. Personally visit as many training sessions as possible.
- You must personally teach the Army's training system--know and use FM 25-100 Training the Force and FM 25-101 Battle Focused Training.
- Ensure a strong Physical Training (PT) program.
 - Vary the program.
 - Use ability groups.
 - No studs or duds.
 - Use to improve cohesiveness.
 - Use post facilities and make fitness training mandatory.
 - Stress whole body fitness.
 - Use as morale and esprit builder.
- Ensure profile soldiers come to PT. They should train within the limits of their profile.
- Use every mission opportunity as a training event.
- Training must be well planned and done to standard, not time. Hip pocket training is especially difficult to execute and requires initiative on the part of junior NCOs and officers.
- Ensure that systems exist to prepare good training plans which capture requirements/activities well in advance, i.e., maximize the effectiveness of the weekly battalion training meetings. Evaluate and critique training conducted since the last meeting. Review next week's training events.
- Don't overpack your training schedule.

- Don't let anything interfere with prime time training or sergeant's time training.
- Individual training is the bedrock upon which collective training is based.
- Decentralize training to the lowest level which is capable of accomplishing it. Involve officers as trainers, participants, and monitors. Encourage initiative and innovation in presentation of standard training.
- Leaders should be familiar with and have available -10s/-20s/ soldier manuals/ARTEPs/gunnery manuals.
- Use officer/NCO classes to train your leaders (Battalion Commander trains officers, officers establish/enforce standards and provide resources, CSM trains NCOs, NCOs train soldiers).
- Don't let anything stand in the way of the professional development and schooling of your NCOs (PLDC, BNOC, ANOC, Master Gunners School). Don't mortgage a soldier's future for short-term unit gain by not allowing him to go to school.
- Marksmanship and crew served weapons training provide an excellent medium to polish NCO training skills.
- Prior to field training, have subordinate commanders provide you METL tasks and specific objectives.
- Stick to basics and take every opportunity to train as a combined arms team.
- Make AAR's a part of training life. Calm, impromptu talk-through is often the most productive.
- Take risks in training. Tactics are basic, but training innovations and aggressiveness will make your battalion a winner.
- Trust, check, and help subordinates. Power down, emphasize tough training in basics, and live with consequence of honest mistakes.
- Use CTC lessons learned and battle books to link METL and battle tasks to collective and individual tasks to ensure multi-echelon training.
- Use ARTEP external evaluations as a training tool and not a "gotcha"; design your training program to improve identified weaknesses.

- Personally review the training schedules, there should be no TBA, TBD, etc. If there are, then the schedule is bogus.
- Be directive in what to train--company commanders may be too young or inexperienced to do this without lots of guidance.
- The professional leader development program must be tied to METL; emphasize warfighting, not how to inspect messhalls.
- Train hard but schedule some "fun" mission related training activities.
- Conduct and participate in "How to Fight" seminars.
- Stay out of the classroom--use hands-on training whenever possible.
- Avoid becoming the training distractor. Schedule your "pet rocks" at least 6 weeks ahead.
- Don't waste soldiers' time.

Readiness

- Formal and unannounced inspections are important to knowing soldiers readiness and capabilities.
- Review 2715 reports and use them as a management tool. Get the company commanders involved in USR development. Accept nothing less than totally honest reports. Have each company commander brief 2715 input for his company.
- Recall, alert, upload, and load plans are essential readiness training mechanisms.
- Command involvement is essential. The XO should be the materiel readiness officer, but you are responsible.
- Conduct frequent operational checks on critical equipment and conduct periodic rollouts of all organizational assets.

Medical Issues

- Have your PA brief you weekly. Note any trends.
- Get soldiers with serious profiles before the Medical Review Board quickly.
- Get assistance from the medical professionals concerning profile limitations. Work with your PA.
- Ensure profiles are properly written by medical folks.

◦ Profiles are a leadership issue. Generally, a soldier on a profile can do a lot for the unit. The usual failing is that the leader feels the urge to require the soldier to do things that are limited by the profile.

◦ Know HIV rules--follow them to the letter. Stay away from moralizing.

- Ensure that you know who your HIV positive soldiers are.
- Treat HIV positive soldiers with dignity and compassion.
- Each case should be handled individually.
- Have chain of command police the system to ensure compliance with the regulation.
- Chaplain is a good resource person to help in HIV cases.
- Confidentiality generally applies except where safety of others is involved.

◦ Be sensitive to suicide attempts and gestures. Suicide gestures can proliferate within an organization. Educate your leaders to recognize severe stress.

Supply

◦ Conduct periodic tool inventories and tool laydowns. Tools have a way of walking off and replacement is very expensive. Ensure tool shortage annexes are accomplished and kept current.

◦ Ensure that your company commanders accomplish their monthly property inventories in a timely manner.

◦ Establish a program to monitor logistical expenditures.

◦ Accountability is paramount, all equipment should be hand-receipted to user.

◦ Audit trails must be maintained for all accountable items.

Maintenance

◦ Maintenance is training.

◦ Use the Army's Maintenance Management System; don't create another.

◦ Ensure that scheduled maintenance is well organized, supervised and conducted to standards; don't waste soldiers' time.

◦ Develop PMCS certification program to certify your key leaders.

- Prohibit cannibalization! However, controlled substitution authorized by the battalion commander can be a smart way to enhance readiness.
- Use dispatch as maintenance hammer--PMCS/service/TI/corrective action/QC to standard, or no dispatch issued.
- Chain of command must be present, officers and NCOs must know how to supervise PMCS.
- Personally inspect samples of all gear regularly, especially: NBC, weapons, field mess, commo, tents, stoves, generators, and individual equipment. Hold a specific subordinate responsible for each piece of equipment.
- Training/education of maintenance personnel is critical to the mission.
- Consider a maintenance rotation program where a percentage of vehicles are TI'd weekly.
- Platoon Leaders and Platoon Sergeants must be able to reconcile 2404's, and 2408-14's with the document register.
- Set the example by personally inspecting per PMCS standards a sample of vehicle types for loose battery cables, fluid levels, air tank drainage, filter drains and safety equipment.
- Keep unit integrity. Periodic Services should be scheduled and conducted by platoon. Services should be scheduled and initiated by battalion.
- Have lieutenants brief you periodically about their plans for their platoon's services week.
- Battalion Commander should cultivate the DS maintenance officer, require subordinate Commanders to communicate with the DS shop officer.
- All officers and senior NCOs should attend TAMMS/PLL school. Take advantage of maintenance assistance visit provided by your DISCOM.
- Your BMO should be a top-notch Captain or senior First Lieutenant.
- Never check training without checking maintenance. Spot check equipment and don't overlook masks, weapons and related equipment.

- When planning an exercise, ensure you schedule recovery time for vehicles, weapons and equipment.
- You may elect to defer maintenance but remember you cannot recoup lost manhours.
- Have a good driver training program with emphasis on good PMCS.
- Have XO conduct maintenance reviews with company XOs.
- Get your CSM involved with maintenance.
- Emphasize "pride of ownership."
- Make maintenance everyone's business. Hold first-line supervisors accountable.

Soldier Education

- Soldier education must be supported and monitored by the chain of command.
- BSEP, High School completion and English as a Second Language have got to be top priority in order to retain qualified troops in a smaller Army.
- Have your education counselor provide you an education status briefing at least quarterly.
- Coordinate with your education center for special writing programs for junior officers who need additional help in this critical skill.
- Visit classes that your soldiers are attending.
- Pay the price - send non-English speaking soldiers to school to learn English; don't allow language to be a discriminator.
- Be sensitive to senior NCOs who have trouble communicating, encourage them to improve communication skills.

Checking Out the Facilities

Have an awareness of the facilities your soldiers must use, they are essential to your soldiers' morale and readiness.

- Check facilities often--your visibility will inspire troops to show off.

- Unannounced inspections will convey real knowledge of "how it is."
- Solicit opinion of troops, they will tell it like it is.
- Know how to inspect--troops can spot a phony. Get a subject matter expert to teach you what to look for.
- Have a system that ensures you get around to all battalion areas periodically (e.g., a matrix with a calendar on one axis and activity on the other).
- Inspect with officers and NCOs present. Follow up on deficient areas. Hold individuals accountable.
- Check on physical security and property accountability.
- ID real problems that the Battalion Commander can solve.
 - Know the rules to get attention for your projects.
 - Know staff members that can help you.
 - Know DEH.
 - Use your boss.
 - Self-help works.
- Teach LTs how to inspect (i.e., barracks, dining facility, motor pool, CONEXs, day room, TA-50). If not taught correctly, they may learn a lower standard.
- Formalize inspections by duty officers, set rigid standards that are central to taking care of people.
- People do well what the Commander checks, but don't overcheck. Be careful not to violate the trust and dampen the initiative of those whom you have charged with responsibility for facilities.
- XO and CSM also are prime players in this area of checking facilities.
- Use your CSM to get support from installation activities.
- If you walk by a deficiency and say nothing, it becomes the standard.

The Barracks

- Get a first hand look at how your soldiers are living.
- Pay close attention to individual rooms and common-area facility and maintenance conditions.

- Monitor policies for allowing soldiers to live off post and draw BAS/BAQ.

- Conduct unannounced walkthroughs, especially at night and on weekends.

The Dining Facility

- Take a very active interest to ensure high quality and service.

- Eat in the dining facility as often as you can.

- You must frequently inspect this most important facility.

- Talk to your SDOs about the food quality. They will know because they eat many meals there.

- Review headcount figures and compare them with the number of meal card holders.

- Encourage all officers to eat in the dining facility. The chain of command should be represented daily.

- If you have a contract dining facility, read the contract. The civilian contractor should be responsive to you.

The Motor Pool

- Talk to the people--get a good feel for operations.

- Examine vehicle control and dispatches.

- Check driver training and licensing procedures.

- Check physical security and vehicle fuel levels at 1800 hours.

- Be seen in the motor pool.

- Look for safety equipment, warning signs, eyewash, and jack stands.

- Ensure tire change cages are used.

- Ensure EPA/OSHA areas of interest are in compliance.

- Look at maintenance procedures and look for excesses.

- Read PM magazine updates, check a few select items each visit, become a subject matter expert in at least one thing.

- Look behind closets, in cupboards, in PLL trailers, and in wall lockers.

- Insist NCOs do their job, focus on their pride. Have the last formation of the week in the motor pool.

The Personnel Administration Center (PAC)

- PAC attitude must be positive toward the needs of your soldiers.

- Establish standards for OER/EER processing rates, award recommendations, reenlistments, and other soldier actions. Also establish a system to monitor these key statistics.

- Develop first-class, professional sponsorship programs for both single and married soldiers. PAC should be a key player and monitor.

- PAC inefficiency hurts your soldiers. It is a critical node in battalion morale and efficiency.

The Aid Station

- Talk with your medical platoon leader and discuss the health of your battalion. Have him participate in all unit functions, e.g., training, meetings, social activities.

- Look carefully at procedures for controlling, storing, and accounting for drugs, especially narcotics.

- Personally visit your Battalion Aid Station during sick call.

- Ensure sick call hours follow after morning PT.

Warehouses and Storage Areas

- Tour them early on. See what's in them and insist on having the responsible officer/NCO there to answer questions.

- Rule of thumb: if a non-TOE item hasn't been used in 6 months, get rid of it.

Determining Priorities and Formulating Objectives

- Solicit from leaders what is broken that you can fix, or that higher headquarters or the installation can fix.

- Remember - DON'T FIX IT IF IT AIN'T BROKE!

- Build on unit successes, reward extra effort, correct identified weaknesses. Insist on feedback from troops.

- Look for the institutionalized factors that govern real priorities - even if your boss tells you that the mark of a good unit is one which does everything well.
- Know what's on the front burner. Don't confuse urgency with importance.
- Be consistent with your priorities.
- Develop a clear, concise priority list for your subordinates.
 - More than three or four objectives are too many.
 - Watch out for long laundry lists.
 - Publish a simplified short version for the troops.
- If readiness, training, and operations are not number one, find out why.
- Be flexible! Modify priorities and restate objectives when the situation requires it. Don't forget to brief the boss - he can't help if he's not informed.
- Do what you think is right. Trust your intuition. Remember our command selection system picked you because you performed well in the past.

Relationships with Key Members of the Team

The XO, S3, CSM, company commanders, chaplain, and staff are essential to any commander. How you work with and relate to them will have a significant impact on the morale and effectiveness of your battalion. You must define your expectations and let your people do their job.

- Give your key personnel guidance and let them do their jobs. Give them power and authority to execute your mission orders. Some will let you down, most won't.
- Ensure your second in command knows what his responsibilities are whether he is the XO or S3. Publish a "terms of reference" for all to read, establishing duties and responsibilities.
- Try to listen more than you talk.
- Your key personnel want to do well and succeed, they have great ideas, but have their own capabilities and limitations. Recognize them when they do well, correct them when required.
- XO/Commanders/CSM must know and trust each other. They must speak publicly with the same voice.

- Solicit their opinion of what's going well and not so well, and develop a team approach toward improvement.
- The CSM is your closest advisor; the XO and S3 are your confidants.
- Avoid the temptation to do the jobs you already know (e.g., company commander, S-3, XO).
- Do not tolerate subordinates who are more interested in looking good than performing well.

Executive Officer

- Keep him well informed.
- Help him train and run the staff.
- Use him as a Chief of Staff.
- He should run logistics and maintenance.
- Train him to be a Battalion Commander.

S3 Operations Officer

- Allow the S3 to run operations, it frees you up to command the battalion.
- A strong, well-organized S3 shop is critical, particularly in the tasking arena. Good rapport with higher headquarters must be maintained.

Command Sergeant Major

- Your relationship with CSM is vital. It must be based on mutual trust and respect.
- Give CSM the lead in: personnel actions, individual training/SQT, ITEP, NCOLD, enlisted assignments, First Sergeant training.
- Involve CSM in UCMJ decisions. Ensure his presence at UCMJ actions.
- Charge him with quality control of garrison billets and facility maintenance.
- In the field, ensure he has a vehicle and commo. He shares with you the responsibility for ensuring soldiers know the mission, perform to standard, and that the chain of command is responsive to soldiers.

- He's a doer as well as an advisor. Make him the principal resource for the leader development of your NCOs. Operate as a team, but encourage him to go his own way.
- Have him review all EERs and award recommendations for NCOs.
- Have him bring good soldiers to you for informal discussions.
- Require him to inspect individual and small unit training.
- He ensures NCO business is accomplished.
- Let CSM run training without officers for specific events (e.g., CTT, EIB, EFMB).
- Get his views on everything new you plan to do.
- Solicit his expectations, and perceptions of unit strengths and weaknesses.
- Make sure everyone knows you trust him, so he will operate from a position of strength.
- Give him a charter early on, and hold him accountable.
- If he's retired on active duty, relieve him. It can be done!

First Sergeants

- Good 1SGs make company commanders good.
- In addition to CSM, let 1SGs know you support them and need their input.
- Ensure 1SGs are present for UCMJ actions and provide input as appropriate.
- Ensure 1SGs are involved in all soldier training.

Company Commanders

- Work at developing trust, communication, and teamwork.
- Take the time to teach company commanders about maintenance, gunnery, training, how to inspect and what to inspect to meet your standards. Soon they will see what you see.
- Each company commander's success is your responsibility.
- Don't overreact to bad news or you may stifle information flow. Emphasize strong character, honesty and integrity.

- Underwrite their honest mistakes, and use them to teach and train.
- Ensure those who carry the title of commander know the, responsibility that is inherent with the position.
- Frequently ask company commanders how the staff is supporting them.
- Ensure the company commanders include CSM in the problem-solving process.
- Do not hold onto an incompetent company commander when your experience tells you to relieve him for cause.
- Develop commanders who know your intent and who can operate independently within that guidance.
- Encourage innovation and initiative, but subordinate commanders should not establish priorities that differ from your own.
- A decentralized style of command takes patience, understanding and involves disappointments occasionally, but allows subordinate commanders to develop themselves and their soldiers to the fullest, and ensures independent action in the absence of the commander.
- Let company commanders have some training time to themselves with their unit in the field.
- Teach commanders that they are in competition with standards, not each other.
- You are their coach, mentor and teacher.

Staff

- Be sensitive to conflict between commanders and staff; confront it and defuse it early.
- Your staff must serve you as well as the companies and keep communications flowing.
- Company commanders have no staff so your staff needs to "lighten their load."
- Insist on team play among the staff and company commanders.
- Discourage "we-they" attitudes.

- Completed staff actions anticipate, coordinate and verify.
- Work hard to eliminate unnecessary meetings and administrative requirements.
- Do not allow command and staff meetings to be a substitute for good staff work.
- Encourage innovation and staff initiative.
- Insist that all staff actions contain a staff recommendation. That is their job.
- Don't let your troops suffer in training as a result of poor staff coordination. Demand complete staff work.

Lieutenants

- Show your OER senior rater profile to the officers you senior rate.
- Have a lieutenant's luncheon or breakfast periodically. It ensures they are getting what you are putting out, and you are getting accurate information from them.
- Spend maximum time with platoon leaders.
- Ensure they have time to train their soldiers and platoons.
- Through the chain of command, let lieutenants be in a position to lead and be in charge. Let them have information to give out to the troops. Fight the urge to centralize information flow at battalion and company formations.

Non-Commissioned Officers

- Support your NCOs, they are the primary leaders of soldiers. It's their unit, too!
- Make NCOs accountable for their soldiers' appearance, readiness and performance.
- Keep officers out of NCO business.
- Demand high standards of your NCOs and you will get high standards.

Other Critical Areas

There are many other areas essential to a smoothly functioning battalion.

Safety

- No peacetime mission justifies the loss of life or limb.
- Guard against a "can-do" mentality that will substitute mission accomplishment for common sense.
- Accidents are almost always the result of a chain of errors. Strict adherence to meaningful SOPs and high standards of discipline will break the chain of errors and prevent accidents.
- Require that safety be addressed in every OPORD prepared in your battalion.
- Conduct a risk assessment of every training event you conduct.
- Be unmerciful, uncompromising, unwavering and involved in safety at all times.

Resource Constrained Environment

- Do concurrent and multi-echelon training.
- Maximize simulations, TEWT's, chalk talks, terrain walks and map exercises.
- Use your imagination.
- UCFT is a terrific training device; make maximum use when available.
- Use subcaliber devices, crew drills, mini-tank ranges, TCPC breach drills, ARTBASS and SIMNET.
- Much of your training is "top-down" driven, use it to your advantage.
- Your equipment (tank, personnel carrier, helicopter, artillery piece) is often your best training center--even in the motor park.

Command Inspection Program (CIP)

- The command inspection program is your program. You must participate and be involved.
- The Army Regulation on CIP is very specific--comply.
- Have a CIP that supports your mission.
- Deconflict inspections from other activities--do it right.

- Ensure everyone responsible for a given area knows the standard and knows what and how to inspect.
- Battalion Commander and CSM inspect troops, billets, TA-50; staff checks training, maintenance, supply and administration.
- Try to influence higher headquarters to look at what you know needs help.
- Have every staff section develop checklists that comply with and integrate higher headquarters standards.
- Schedule at the convenience of the company commander on the training schedule.
- Have a formalized outbrief with you receiving the briefing.
- Use results to identify trends; don't overreact to an unsatisfactory rating. Make deficiencies instructive--not a "gotcha" program.
- Request assistance from higher headquarters if you don't have qualified inspectors.
- Ensure reinspections are conducted on those areas that were rated unsatisfactory.
- Follow up to ensure corrective actions are taken.

Discipline

- Discipline is critical to unit cohesiveness and is gained by:
 - Realistic and challenging training.
 - On-the-spot corrections.
 - Military courtesy and sharp appearance.
 - TA-50 and property accountability.
 - Properly administered military justice.
 - Rewarding and reinforcing success.
- All soldiers must be counselled periodically (at least monthly) by their direct supervisor, a record of negative counselling should be maintained on file.
- Set the tone, demand high standards, deal firmly and fairly with those who don't measure up. Give recognition to those who do well.

- Identify standards of performance on and off duty, recognize with swift equitable awards and punishments; ensure your subordinate commanders are also following through.
- Take care of good soldiers during duty hours--bad soldiers after duty hours.
- Let NCOs handle informal discipline.
- Equity is key, punishments must be graded for levels of offense. Punishment can be suspended/waived/reduced based on extenuation, mitigation or duty performance.
- Multiple offenders should be processed for elimination from the service.
- Use bar to reenlistment for marginal soldiers and substandard NCOs.
- Ensure officers and senior NCOs know that they are responsible for their personal actions on and off duty.

Military Justice

- Use AR 27-10 and know the local ground rules concerning legal authority.
 - Must be prompt.
 - Must be fair and absolutely technically correct (Use SJA).
 - Must involve the entire chain of command.
 - Punishment tailored to the offense.
 - Don't use as substitute for leadership, but don't tolerate bad actors or compromise discipline.
 - Must consider mitigation and extenuation--even good soldiers sometimes get in trouble.
- Use the SJA as a sounding board to evaluate your ideas or decisions to see if they make sense and will stand scrutiny. Don't fire from the hip.
- Don't administer an Article 15 unless you have sufficient evidence to support a court martial.
- Your CPTs and 1SGs are sometimes young and inexperienced--train them in UCMJ but avoid command influence.
- Don't hesitate to overturn Article 15 punishments from your company commanders if it doesn't fit the crime. You must be a fair appeal authority in the eyes of your battalion.

- Keep current with Army policies, explain at officer calls, and as part of NCOLD.
- Keep your boss informed.
- Involve the entire chain of command. Solicit their input in the presence of the accused. Include CSM and 1SG.
- Track punishments for like offenses. Consistency is good and sends a message to the troops, but every case and every soldier is different.
- Legal clerk and CSM are great advisors--use them.
- Assume a soldier is telling you the truth until he is caught in a lie. Some NCOs use poor judgment and can stack the deck against a soldier. Give the benefit of doubt to first offenders, deal severely with a repeat offender.
- Consider publishing record of punishment on unit bulletin board after consultation with your SJA.

Alcohol and Drug Abuse

- Use pay days for battalion formations; ensure troops understand your policies on DUI, drug abuse.
 - Be tough on drug and alcohol abuse and the word will circulate.
 - Publish and publicize clear tough standards.
 - Back up with tough discipline.
 - Use installation counselling programs.
 - Frequent urinalysis testing is very effective.
- Get the local drug threat brief from CID.
- Consider reserving drug, alcohol, and assault misconduct offenses for yourself.

Relief for Cause

- If you have to relieve a commander, staff officer or senior NCO, do so only after much teaching and coaching and periodic written counselling.
- Keep your boss informed of a developing problem which could cause relief. Get him involved early.
- If the individual fails to respond, after your genuine best efforts, relieve him and ensure his OER/EER sends the Army an honest message about him.

- Seek expert advice to ensure compliance with the administrative requirements that accompany this adverse administration action.
- Ensure that a documentation/action file is initiated as a formal record to provide a basis for potential adverse action.
- Relieve an individual before he hurts the unit and soldiers.
- Don't take relief or reduction lightly. You are playing with an officer's/NCO's career. However, if you must take this action, do so decisively; don't prolong the damage to the unit.

Morale and Esprit

- Build on longstanding unit strengths such as a proud heritage, colorful motto or mission.
- Concentrate on taking care of your people.
- Train all your leaders to be sensitive, to be watchful for personal problems of soldiers and peers, and quick to elevate an unresolved issue to higher authority.
- Don't make promises you can't keep.
- Don't take action until you know the facts. Every story has two sides.
- Have a flexible open door policy.
- Protect your soldiers' time. Work to standards--not time. Occasionally release soldiers early when doing well and meeting the standard. Work smarter, not harder.
- Work "8-5" unless there is clearly a recognizable training mission or requirement to do otherwise. Soldiers deserve a predictable lifestyle when possible. Long hours are not indicators of efficiency.
- Ensure all personnel take their leave--check on it.
- Keep soldiers informed, explain missions/tasks/priorities. Tell them "why," be honest with them.
- Visit soldiers in the hospital.
- Send birthday notes, condolence notes and congratulation notes for newborns.
- Write articles in branch magazines. Soldiers like to see their unit in print.

- Involve post newspaper reporters in family activities, training events and competitions.
- Use battalion coin, sweatshirt, mug, etc. to promote cohesiveness.
- Use a battalion motto to enhance pride and unit identity.
- Build unit pride and confidence with rappelling, battalion runs, road marches, tough PT, etc.

Reception, Integration, and Sponsorship

Most soldiers and their families formulate their opinion of the unit during the first 72 hours--a smooth and efficient transition will assist in making a new soldier a long-term member of the team.

- Send out sponsor information as soon as possible.
- Your personal emphasis will ensure a first-class sponsorship program for both single and married soldiers.
- Ensure your bachelor leaders understand the importance of family sponsorship programs.
- Each new soldier needs a competent sponsor with a vehicle.
- Representatives of your command should inbrief all new soldiers on day of arrival. Solicit problems and rectify them ASAP.
- The battalion commander must brief incoming personnel (at least monthly in small groups, depending on turnover), brief with CSM.
- Ensure feedback mechanism for incoming soldiers experiencing difficulties.
- Outgoing sponsorship is also very important.

Awards and Recognition

- Implement a viable awards and recognition program.
- Must be aggressive, liberal, and timely.
- Prompt recognition of excellent results is a real motivator. Include off-duty achievements like high school/college completion.

- Never miss an opportunity to recognize soldiers and their families at appropriate ceremonies.
- Promote and award soldiers in front of peers and family. A special monthly awards ceremony is a great morale builder.
- Don't wait to recognize good soldiers until they PCS or ETS (use letters, AAMs, impact awards, atta-boys, time off, etc.).
- Publicly recognize and award your unsung heroes (mechanics, POL handlers, cooks, mortarmen, commo guys, clerks, staff, medics, drivers).
- Let your soldiers know how they are doing--payday talks are great.
- Use the "Hometown News Release Program." Make it part of the PCS awards packet.
- Periodically invite your Brigade Commander, ADC, or CG to participate in battalion ceremonies.
- Give some awards "on-the-spot" (impact) when within your authority.
- Check with chain of command before presenting impact award so you don't inadvertently recognize a bad soldier.
- Be personally involved and interested. Track statistics.
- Write a note to all centralized promotion list selectees. Personally notify any non-selectee.
- Carefully read and evaluate all awards you forward and approve.
- CSM should be active in awards program.
- Track awards for departing soldiers--start early so you can present the award, not the gaining command.

Reenlistment Program

- Be personally involved in who is allowed to reenlist.
- Track eligibility/reenlistment statistics.
- Ensure that only the best soldiers reenlist.
- Have the entire chain of command speak with eligible soldiers.

- Have an aggressive internal program to help eligible soldiers improve their quality points.
- Have your CSM personally oversee the reenlistment program.
- Make all reenlistments a ceremonial event.

Competition

- Competition against standards is useful but prevent it from getting out of hand--avoid one-upsmanship.
- Link competition to combat related individual and collective tasks. Ensure immediate, meaningful recognition and publicity.
- Internal competition on APFT is a good way to improve average scores.
- Ensure competitive events allow sections, teams, squads or platoons to excel.
- Have a system where everyone can be a winner and meet or exceed standards.
- Keep competition out of formal training events--use it for sports or individual recognition.

Battalion Social Life

- Consider Friday evenings with spouses at the Officer's Club.
- Don't overdo social activities. Quarterly activities are frequent enough. Leave some time for family time.
- Enjoy the social events but leave at a reasonable hour.
- Involve the children and families. Sponsor a Battalion Family Day so spouses and kids can see what the battalion is all about.
- Have fun, keep it inexpensive; companies have good ideas, let them sponsor and plan social events.
- Need a balance of coat and tie affairs to teach future leaders social skills.
- Formal activities do have a place and can be made fun through floor shows, humorous door prizes, unit video/slide show presentations and dancing.

◦ Avoid social situations that could be perceived as compromising or inappropriate to your subordinates.

◦ De-emphasize drinking.

Bachelor Battalion Commander

◦ Commanding a battalion in a bachelor status is not a liability.

◦ A bachelor commander must meet his entertainment responsibilities with his fellow commanders, subordinates, and their respective families.

◦ Feel free to attend brigade or battalion spouses' coffees, teas, etc. Your presence is always welcome. You provide good information to these gatherings.

◦ If you don't cook or bake, caterers and supermarkets provide great hors d'oeuvres that you can bring to coffees/teas/potluck suppers, etc.

◦ Don't try to require subordinate commanders' spouses to host your social events. This social position's entertainment requirement belongs to you--not them. Besides, both DOD and Army policies prohibit you from issuing such a requirement.

◦ Expect that you will live your social life under a public microscope--all commanders do, married or single.

◦ While you may not have family members with you, remember you need to ensure that your subordinates spend quality time with their families.

Leadership and Management

Your personal skills and leadership will be the catalyst that inspires your soldiers and enables your battalion to succeed. It is vital that you manage your assets and husband your resources, particularly during these times of fiscal constraints. You must ensure your unit is provided the time, equipment and leadership to properly train and equip your soldiers.

Leadership

◦ You are the one responsible for the command climate--foster enthusiasm and a positive attitude.

◦ Provide maximum flexibility to your subordinate commanders, until they prove they CANNOT handle the freedom of maneuver.

- Lead by example with absolute integrity.
- Share hardships with your soldiers. The worse the weather, the more they need you (e.g., staying on the wash rack regardless of the weather ensures maximum soldier/officer participation and cuts the time required for cleanup).
- Be technically and tactically competent.
- Where you spend your time will set the priorities in your battalion.
- Avoid policies that are impossible to enforce or to achieve.
- Be at the critical point early.
- Delegate, be free to maneuver.
- Praise publicly and often. Be sincere. Admonish privately.
- Don't micromanage.
- Power down, empower your subordinates.
- People will make mistakes; don't kill them--teach and coach them. You can't make a man a winner by convincing him he is a loser.
- Maintain a sense of direction for the battalion--don't deviate without good reason and an explanation to the troops.
- Go with your instincts when in doubt.
- Let your company commanders command.
- Ask yourself frequently what is going on, what is not going on, and what can I do to influence the action?

Management

◦ It's absolutely vital to minimize turbulence and stabilize quality people in the following key positions:

- PSNCO
- OER/EER Clerk
- Motor Sergeants
- Awards Clerk
- PLL/TAMMS Clerks
- Supply Sergeants
- Armorers
- Mechanics

- Make every attempt to place soldiers in the right job when they are first assigned.
- Require your staff and higher staffs to work together, refer staff officer from higher staffs to his counterpart on your staff.
- Eliminate requirements that don't support mission, goals and objectives.
- Require staff to exercise and train on the decision-making process.
- Ensure staff is familiar with SOPs and reporting formats; use MAPEXs to train.
- Managing people, materiel and dollars is a critical skill. Get into the resource management area early in your command.
- Have a good handle on the budget yourself. Have a good POC in G3 training; they have extra dollars to spend.
- Learn to use the automated system to organize and account for your resources.
- As a senior leader be aware of the standards of conduct.
- Watch cup and flower funds, family support funds and "slush funds." They can get out of control.
- Be especially careful that the cost of any farewell gifts not exceed \$200.00. Consult your local ethics counselor for guidance.
- Have a plan to verify subordinate annual leave usage.
- Don't overdose subordinates with your personal requirements, minimize your meetings for company commanders.
- Use the systems in place, they work.
- Protect time, budget dollars and establish priorities.
- Budget your time yourself, it's your most precious commodity. Concentrate on critical tasks and high payoff events (ARTEP eval, EDRE, SQT, CPX, RC Spt, etc.). Similarly, watch out for your company commanders, do all you can to relieve them of "nickel and dime" actions; they are the busiest individuals in the battalion.
- Be aware of what your subordinates do in your name.

○ OER Management

- Quarterly written performance counseling works very effectively. Don't procrastinate performing this necessary duty.

- OER duty description should be written in plain English addressing officer's responsibility in terms of people supervised, equipment responsible for, budget dollars managed and property account value.

- Two box OER center of mass is the most common profile. Don't play games by using the 3-2-1 walkup. Reserve the top block for future battalion commanders.

- Manage your OER profile carefully or it will get out of hand.

- Take the time to write great OER's. Take care of your people and they will take care of you.

Leadership Considerations Regarding Female Soldiers

○ They are a valuable part of the team, treat them as you would any other soldier.

○ Ensure family care plans for single parents are really viable.

○ Treat them fairly, they want to be treated as soldiers and don't expect special considerations.

○ Publicize early your policy on sexual harassment and fraternization. Emphasize that both are intolerable and that you demand moral behavior from both sexes.

○ Use common sense. Take the trouble to attend to the few special needs of females (e.g., sleeping areas and hygiene).

○ Make the senior female responsible to you as a sounding board for policies.

○ Don't ostracize your female soldiers. Integrate them. The less the density, the greater the need to talk to your female soldiers.

○ They must know that you respect them, are concerned with their welfare and will be fair and equal in their treatment. Don't patronize them.

○ Strive for a unit in which it isn't unusual for a woman to be the first to achieve something.

Planning for Major Events

Every commander will have the opportunity to participate in one or two major events during his command tour. Helpful hints are provided below regarding a unit rotation to the NTC/JRTC/CMTC and overseas deployments. In general, you should try to plan at least 18 months in advance and try to stay abreast of the latest schedules 2-3 echelons above your level.

NTC/JRTC/CMTC

- Plan 18 months out. Ensure a long-term training program has first priority.
- Reconnaissance and counterreconnaissance is the key to success.
- Scouts must survive to report--not seek contact.
- Shoot well. Accuracy wins.
- Combat Training Center essentials:
 - Observe a prior rotation (include your key leaders).
 - Pretrain with your slice elements.
 - Know and apply Army doctrine.
 - Train for MILES gunnery.
 - Logistical and maintenance urgency is vital, and must have command attention to ensure timely forward support.
 - Participate in how-to-fight seminars.
- Ensure careful, thorough preparation.
- Ensure a timely thorough IPR and AAR during all phases.
- Ensure junior officer knowledge of communications.
- Read "Lessons Learned" publications from Center for Army Lessons Learned and booklets published by the NTC training team.
- Think and train as a Combined Arms Team.
- Commanders of supporting and supported units should meet frequently to coordinate mutual requirements. Train with your slice elements.
- Develop and practice a good tactical SOP coordinated with slice elements.
- Read "take home" package provided to the unit by the training center observer-controllers.

- Talk about and train the seven Battle Operating Systems.
- Ensure your soldiers are MILES experts. The OPFOR are experts. You must know the MILES capabilities and characteristics of your system.
- Use MATRIX OPORD from FM 71-2, Appendix B, for speed and simplicity.
- Follow the 1/3 - 2/3 rule in order to give your subordinates maximum preparation time.
- Conduct numerous OPORDER drills and brief-backs with your staff prior to your deployment.
- Consider drawing your own rough graphics.
- A quick simple plan understood by all can be decisive.
- Enforce a sound sleep plan during the training and the exercise to include yourself, e.g., 4 or more hours of continuous sleep per 24-hour period.
- During your train-up let your XO and S3 take command sometimes so if you become a casualty either one of them can step in.
- Deploy as squad, platoon, company sets; don't piecemeal your deployment if required to support another unit.
- Work on your logistics and maintenance systems before deploying.
- Check your load plans for logic.
- Conduct battalion rehearsals before each mission.
- Battle drills must be instinctive.
- Establish artillery fire boxes at key choke points and trigger points; don't chase OPFOR with artillery.
- Emphasize land navigation.
- During your train-up ensure you have a viable OPFOR.
- Be watchful of fratricide caused by incomplete planning and coordination. Rehearsals help greatly to reduce fratricide.
- All members of the battalion must be in excellent physical shape.

- Deception is a combat multiplier.
- Have a good system of redundant communications.
- When conducting your own exercises, get your higher headquarters involved in order to train your staff.
- Brief spouses and families prior to rotation. Update and rehearse family support plans. Leave a competent rear detachment commander.

Overseas Deployments (TEAM SPIRIT, REFORGER, etc.)

- Concentrate on logistics.
- POR quarterly. Track dental status, it can quickly get out of hand. Ensure a thorough scrub of who can and who can't deploy.
- Ensure you have a competent rear detachment commander.
- Ensure you and your soldiers have an updated family support plan.
- Develop predeployment checklists that can be followed by all.
- Plan for "hip pocket" training because there will be a lot of down time for your troops and junior leaders.
- Designate and train liaison officers prior to deployment. Select good officers and NCOs for this important job.
- Conduct MAPEXs prior to deployment.
- Send a heavy advance party, with drivers and maintenance personnel.
- Seek out lessons learned/AARs from previous deployment.
- Rehearse well before the exercise; check, check and re-check; always have a backup plan for everything.
- Incorporate the entire deploying task force into mission training and don't forget anyone.
- Check your load plans for logic.
- Keep load plans and mission essential equipment lists regularly updated and rehearse loading and preparation.

- Decentralize preparation and have pre-deployment checklists that can be followed by all.
- Spot check equipment. Do not overlook NBC masks and related items.
- Ensure you have all authorized essential repair parts (PLL/ASL) to support your requirements.
- Develop a maintenance/supply inspection SOP, to include load plans that permit quick, final inspections of vehicles and equipment.
- Rehearse family support plans. Brief the families. Have post agencies brief their programs. Combine with a family night in your Dining Facility.

Downsizing and Unit Inactivations

- Inactivation is a chain of command mission.
- Read Center for Army Lessons Learned (CALL) Newsletter No. 90-10 Nov. 90 Inactivation SOP.
- Stressful period; very challenging to keep troops motivated.
- Don't let key personnel leave early.
- A positive mindset is very important.
- Equipment turn-in is very labor intensive.
- Large volume of PLL items required to meet turn-in standards.
- Start early to identify tool accountability problems.
- Extensive installation support required.
- Detailed planning and timetable are imperative.
- Centralized control of preparation and turn-in is the most expeditious method.
- Unit integrity affirms cohesion during the inactivation process.
- Have frequent JPRs to review milestones, issues, synchronization and coordination problems.
- Continue physical training program to enhance cohesion and reduce stress.

- Bottom line is take care of your soldiers and families.

Relationships with key People Outside the Battalion

Be loyal up, down, and to your adjacent units. Remember what "goes around comes around" and you will rely on everyone to your flanks and rear in combat.

Your Boss

- Be loyal. Your boss expects your total support, remember he doesn't want you to fail.
- You owe him your candid opinions. Keep him informed.
- After a major decision has been made, support it 100 percent.
- Don't use, "The boss says we have to....," regardless of where the orders came from. They are your orders.
- Don't criticize your boss, especially to your subordinates.
- Adapt to your boss's leadership style, know his idiosyncracies.
- Ensure ample opportunities for your boss to see your company commanders, S3 and XO in action structured for success. Their future depends on it.
- Invite him to selected social events.
- When you need help, ask for it.
- Provide a solution/recommendation when presenting a problem.
- Bad news doesn't get better with age. Admit mistakes. Don't make excuses, and don't blame your subordinates or your boss's staff.
- Ensure absolute truth and honesty up (and down) the chain.
- Be yourself, be loyal, be honest.

The Boss's Boss

- Use the chain of command. Always work through your boss.
- Keep your boss informed of your contacts with his boss and pass to him any information you give or receive.
- Focus on your boss's boss's priorities.

Staffs at Higher Headquarters

- Work friendly with the staff, don't "blind side" or take cheap shots.
- Buffer your staff, if necessary. You cannot allow antagonism and bickering to become routine. Don't "drop dimes" on higher headquarters staff during command and staff meetings with your boss.
- Do not point fingers unless you are absolutely sure you are correct. First reports rarely check out to be entirely true.
- Develop a mutually cooperative attitude between staffs.
- Encourage staff visits to your battalion.
- Don't make an issue out of unimportant items, fight for big issues but try not to fight for unwinnable issues unless principle demands your involvement.
- Be careful what you say in casual conversation; it could be misunderstood.
- Be a team player, do what is best for Division, Brigade and Battalion.
- Take the heat for your subordinates' mistakes.
- Never burn your bridges.
- You may not always be right.
- Challenge harmful policies.
- Don't let your staff get into the habit of fighting requests from higher headquarters, and don't go to your boss without first going to his staff.

Higher Headquarters XO or Chief of Staff

- Keep him well informed. He more than anyone else will be involved with the routine functioning and tasking of your unit.
- Insist that your XO maintain good relations with him.
- Use him to mediate problems between yourself and his staff.

Higher Headquarters CSM

- Periodically visit him to discuss his views and ask his opinion.

◦ He can be of considerable assistance to your CSM regarding senior NCO problems.

◦ He will have valuable insight into your boss's thinking.

IG

◦ Develop a professional relationship. He can be a valuable source of outside help.

◦ Review previous inspections of your unit. Request assistance inspections in weak areas.

◦ If available, use the Division IG command climate survey program early in your tour.

◦ Maintain personal contact with the IG's office in order to keep up on current problem areas, get ideas, and determine command priorities.

JAG/SJA

◦ Seek his advice. Discuss general trends and problem areas. Beware of taking the "easy" way. Do what is right for unit and soldier.

◦ Invite him to talk with your officers on current military justice issues.

PMO/CID

◦ Establish a working relationship with them.

◦ Make sure they know how to contact you in an emergency.

◦ Ensure you understand the future consequences if a soldier is "titled" by CID.

Other Units

◦ Establish a spirit of cooperation with your peers. Visit them often and maintain a good relationship.

◦ Do not "bad mouth" other units or make your unit look good at their expense.

◦ Provide assistance when requested.

◦ Know who supports you and how systems work.

◦ Empathize with the problems of supporting and supported units. Work together at solving problems.

Members of the Civilian Community

- Don't neglect social obligations, but do strike a balance.
- Don't become obligated to provide or receive services not authorized.
- Look for ways to improve relations between your community and your soldiers.

Chaplain

- You, the commander, are responsible for the religious, moral and ethical climate of your command. The chaplain is a resource for implementing your programs. Use him.
- Use him as a minister, confidant and family life ministry resource.
- Solicit his thoughts and insights regularly, he can provide a valuable perspective.
- The chaplain and chaplain's assistant work doctrinally as a Unit Ministry Team (UMT) and must be trained to survive on the battlefield. Involve the UMT in CTT events.
- Get the chaplain out to see soldiers in the work place, in the field, at physical training and in the unit work and living areas.
- Require that he participate in every training exercise. Provide him a vehicle and driver to do so.
- Have a goal and priority setting session with your chaplain to ensure he knows your intent. Use specific measurable objective achievement, interfaith cooperation and higher level potential on his performance evaluations.
- Capitalize on the chaplain's role in enhancing spiritual readiness which allows soldiers to endure hardship.

What Former Battalion Commanders Would Do Differently

- Reduce battalion commander work hours. The longer you stay in the battalion area, the longer everyone else stays.
- Spend more time with platoon leaders.
- Spend more time observing and participating in training.
- Get out more with the troops.

- Should have trusted my initial instincts and removed substandard personnel earlier.
- Be more directive in what to train at company level.
- Simplify battalion goals and objectives.
- Listen more and talk less.

What Was the Biggest Mistake of Former Battalion Commanders

- Held on to incompetent senior leaders when I should have removed them earlier.
- Failed to hold NCOs accountable and responsible.
- Tolerated senior NCO alcoholism.
- Did not make family support programs a duty hour prime time battalion event.
- Did not fix the PAC early enough to prevent hurting promotions and awards.
- Failed to reduce non-mission essential requirements.
- Did not establish formal officer certification program to improve junior officer proficiency.
- Did not keep officers out of NCO business.
- Did not start off tough on discipline and it was hard to get tough later.

CHAPTER 3

COMBAT ARMS BATTALIONS

As a maneuver battalion commander you must train the way you intend to fight your battalion in combat. Think combined arms, fully integrated to fight the battle. Training is your number one priority. The Army of the future is going to be smaller. Resources are going to be extremely tight. You must maximize your use of simulations, CPXs, TEWTs, chalk talks, multi-echelon training, etc. By doing this you will be able to execute to standard: your External Evaluations, Combat Training Center rotations, Division FTXs, and ultimately win in combat. Below is a list of things that worked for successful battalion commanders.

Training

- Concentrate on the guidance and doctrine contained in FM 25-100 and FM 25-101.
- Stress the role and importance of your soldiers as the war fighters.
 - Demanding, realistic training will ensure professional competence.
 - Professional competence will ensure winning.
- Train as a combined arms team with your habitually assigned "slice" participating (e.g., FSO, Engineers, ADA, Combat Aviation). This is especially important during CTC train-up.
- Use results from SQTs/gunneries/ARTEP external evaluations to determine individual and collective training weaknesses.
- Training should focus on essential battle skills and their sustainment.
- Schedule training to ensure maximum participation (i.e., prime time). If possible, program a week per month in the field. Focus on one major ARTEP task during that week (e.g., attack, defend, or delay). Use the rest of the month to train the individual skills that contribute toward the main collective task to be trained.
- Time is a precious training resource. Don't spend it doing repetitive training on those things you do well. Work on those things you don't do well.
- Train the battle staff to synchronize all elements of combat power.

Operational Considerations

◦ You and your commanders must have the agility to act faster than the enemy, with a willingness to act on incomplete orders with rapid decisions to concentrate your strengths against enemy weaknesses.

◦ Review the battalion TAC SOP. It should:

- Be pocket-sized.
- Be as brief as possible.
- Be effective in reducing the size of OPORDS.
- Be consistent with higher headquarters SOPs.
- Be available for attached units.
- Be void of philosophy.
- Be filled with concise information on routine recurring actions, reports.

◦ Tactical intelligence and operations.

- Luck favors the man with better intelligence.
- Ensure S2 has coordinated surveillance plan with S3.
- Incorporate combat training and alternate CP into intelligence-operations planning and informational dissemination.
- Assign S2 responsibility for coordinating OPFOR during training.
- Check plan for security and accountability of weapons and sensitive items.

◦ Audacity and initiative coupled with violent execution on an indirect approach create chaos for the enemy.

Command Post (CP) Operations

◦ Keep your CP small, light and organized for 24-hour operations.

◦ Displace CP frequently both during daylight and at night.

◦ Cross-train everyone in the CP.

◦ Establish good camouflage discipline and a security plan.

◦ Issue orders as far forward as possible.

◦ Make maximum use of the MATRIX OPORD with graphics. Keep it simple.

◦ Train yourself and your staff to never violate the 1/3 - 2/3 rule in the planning and orders process.

- Establish an alternate CP plan in your TAC SOP. Exercise the alternate CP.
- Remote the radios to your TOC.
- Use secure equipment. Don't accept excuses from your subordinates regarding the use of this equipment.
- Always train for that time when your secure equipment will become nonoperational (i.e., use encryption and brevity codes).
- Ensure your Battalion Signal Officer (BSO) is involved in the planning process.
- Exercise your RATT rig and retransmission capability frequently.
- Practice procedures for those times when your communication system is jammed.
- Light discipline must be enforced. Eliminate light sources by turning off nonessential generators before dark.

Light Infantry Battalion

- Examine your soldier load SOP. Train to carry a heavy rucksack, with ammo and TOE equipment before you have to fight.
- Spot check soldier loads. Be absolutely brutal about unauthorized equipment being carried by your troops either in their rucksack or on their LBE.
- If METT-T dictates, task organize with armor/mechanized forces.
- Rehearse in detail the scheme of maneuver and plan for fire support using an execution matrix to achieve synchronization.
- Train for squad and platoon decentralized operations to breach obstacles, infiltration and strong point attack.
- Train one combat lifesaver per squad.
- Ensure you establish a tough realistic fitness program to include road marching.
- Emphasize marksmanship.
- Train with your support slice to build confidence of all soldiers in each other.

◦ Understand the limitations of transportation, anti-armor, and communications capabilities.

Air Assault Battalion

- 75-85% of battalion leaders must be air assault qualified.
- Air Assault CP, TAC CP and main CP operations must be rehearsed.
- Key personnel need refresher course prior to DRF mission.
- Check sling load equipment and A-22 bags for deployment availability.
- You must know aviation capabilities, terminology and foster a close relationship with the supporting Aviation Battalion Commander.
- Supplement 1 1/4 ton vehicle with 2 1/2 ton vehicle for field operations or supplement with sufficient aircraft sorties for resupply.
- Rapid deployment SOP and load out procedures must be rehearsed.

Field Artillery Battalion

- FSOs must consistently train (and in most cases co-locate) with supported unit in the field.
- Reduce turbulence in FIST/FSO assignments.
- Integrate and combine training with artillery and supported units from platoon to brigade and ensure SOPs are integrated.
- Inexperienced FISTs cause problems with communications to battalion, battery, mortar FDC, and do not even realize problems exist--be sensitive to this area.
- Ensure mortars are integrated into fire support plan.
- As a member of the supported commanders staff as FSCoord, much of the following chapter, Combat Support Battalions, may also be appropriate for review.

Airborne Battalion

- Conduct frequent live fire operations with all supporting arms to build confidence of all soldiers in each other.

- Every leader needs to be jumpmaster qualified--program officers and NCOs into jumpmaster school.
- Classes on heavy drop rigging prior to every heavy equipment drop will ensure proficient section chiefs and reduce equipment losses.
- Consider soldier loads in your risk analysis. Don't jump with items that are not required for the mission/operation.
- Leaders must be well versed in division airborne readiness SOPs and Air Force procedures.
- Train one combat lifesaver per squad.
- Senior leaders are responsible for establishing a sense of urgency and junior leader involvement with jumpmasters.
- Weapons and air items accountability are critical following all air operations.
- Safety must become an integral part of all activities from live fires to airborne operations.
- Always assume you will lose key people (scattered or injured) on arrival at the drop zone; plan and rehearse accordingly. Encourage innovation, initiative and decentralization.
- Ensure everyone meets the standards for rigging, jumping, and lowering individual equipment.
- Rehearse, rehearse, rehearse!

Ranger Battalion

- Physical fitness is tough: calisthenics, 5-10 mile runs daily, road marches. Officers must lead the way and set the example for the troops.
- Stressful training--limited food and sleep.
- Battalion Commander must interview all officers with an eye to their physical fitness.
- Must be proficient in airborne, air assault and joint SOF operations.
- Full-scale rehearsals at night with live fire are conditions under which standards must be met.
- All equipment must be ready to go always.

- Keep plans simple with leader drills.
- Think surprise, speed, precision and audacity.
- Understand, live and enforce the Ranger Standards and Ranger Creed.

Armor and Mechanized Battalion

- Shoot, move and communicate with vigor and aggressiveness.
- Alert plans must be detailed and practical (recall, upload, and deployment).
- Seek gunnery opportunities as often as possible.
- Gunners that can't shoot will die.
- Don't take short cuts with gunnery. Check and recheck boresight by the manual. Stress safety and don't allow any tank to fire if the crew is not ready.
- Use UCOFT daily.
- Battalion Commander must be personally involved with maintenance.
- Integrate platoon maintenance services.
- A published recovery plan following deployments is a must. Inspect vehicles, equipment and troops.

Aviation Battalion

- Visit supported major unit battalion and brigade commanders and staffs early. Inquire as to the perceptions held of your unit (don't be thin-skinned or defensive); solicit their recommendations for improved support.
- Your unit will be only as good as it is perceived to be by the units that it supports.
- Fight to be included in all maneuver training. All training must be METL driven.
- Educate supported ground units on "how you fight," your capabilities and limitations.
- Task organize for success regardless of MTOE.
- During operations, send the best officer possible as your LNO. It pays dividends even if you have to pull him from the primary or special staff.

- You are not expected to be the best aviator in the battalion/squadron, but you should strive to be as proficient as time and circumstances allow.
- Personally fly with each company on training missions/exercises.
- Fly whenever possible, especially on the tough missions--marginal weather, night, etc.
- Be aircraft qualified and current when you take command. You will be too busy immediately after taking command.
- Develop scenario-driven battle drills and train as you intend to fight.
- Exercise ground vehicles as surrogate targets moving on likely avenues of approach. This gets the soldiers involved.
- Aviator Readiness Level (ARL) training must be linked to unit tactical training and the METL.
- Pilot-in-command achievement is a big deal. It should also be the goal for all aviators within a reasonable period of time.
- Emphasize no waivers without a written request or office visit to the Battalion Commander for approval/justification. This will cut down workload.
- Take control of the overall aviator training program or else the IP and SIP bureaucracy will take over and you may not achieve METL training.
- Aviation warrant officers are trainers and leaders not just technicians. They should be evaluated accordingly.
- Be unmerciful, uncompromising, unwavering and be involved in aviation safety at all times.
- Consider having all aviators write down the "three dumbest things I did while flying" during the last year. Publish the consolidated list as a monthly safety meeting topic of discussion.
- Conduct a good "no-notice" evaluation program--its payoff is tenfold the cost.
- Crew discipline and adherence to procedures are the underpinnings of aviation safety.
- Aviator overconfidence, shortcuts, "get-home-itis," and lack of supervision are the prime contributors to the majority of all pilot error accidents.

◦ Crew rest policy should not be an inviolate, inflexible rule. Remember it is the commander's policy for risk assessment.

◦ Safety must permeate everything your unit does. Your unit can train realistically, yet still remain within acceptable risks.

◦ Personally conduct aviation maintenance meetings in AVUM at least two times a week with all commanders and maintenance officers to focus priorities.

◦ Emphasize Fully Mission Capable (FMC) rates or you may not be able to go to war.

◦ Ensure platoon leaders are involved in the details of aircraft maintenance, e.g., dailies, log books, phases.

◦ Deployment of aviation maintenance to the field can be a "two-edged sword" depending on maintenance backlog, weather, support activities, etc. It should be done at least semiannually.

- Pull phase maintenance inspections in the field to ensure your soldiers have the confidence.

- Run a "pit stop" maintenance program in the field to eliminate all deferred maintenance deficiencies if possible.

◦ Get to know maintenance support personnel at AVIM. Solicit their assistance in helping your units. Include them in your recreational and training activities.

◦ Visit your AVIM early and often to walk thru their shops and discuss how you can help each other.

◦ AVIM contact teams working in your facilities eliminate we/they hostilities.

◦ A crew chief working on his aircraft while undergoing AVUM level maintenance reinforces a team attitude.

◦ Centrally manage aircraft flow chart at battalion level.

◦ Allocate flying hours to units by tail number.

◦ Crawl around your aircraft with your mechanics while under repair and ask questions. Troops love it.

◦ Get rid of excess aircraft parts. It is a dangerous business when not controlled for serviceability. Establish accountability and document excesses if required.

- Set time standards for phases, then reward phase team success with awards, days off and duty exemptions.
- Be tough on pre-phase maintenance and order phase parts early.
- Periodically review a selection of aircraft log books at command maintenance meetings.
- Don't forget ground vehicle maintenance; only you can provide appropriate priority by your presence.

CHAPTER 4

COMBAT SUPPORT BATTALIONS

The commander of a combat support battalion faces challenges similar to those of a combat maneuver battalion commander. His priorities and the climate in which he commands are determined by the senior maneuver commander. There are, however, unique aspects to providing combat support.

Leadership

° In your unique position as commander of a combat support battalion, you will probably wear two or more hats. In addition to commanding the battalion, you may be a special staff officer to the division commander and, depending on location, you may be an installation commander.

° You will probably be the "proponent" for your branch on the post or in the division to which you are assigned.

° You may have outside responsibilities in excess of most maneuver commanders.

° Your boss, if assigned to a division, will be an ADC. If assigned to a nondivisional unit, your boss will be a brigade or group commander who may or may not be of your same branch.

° It may seem that you have many "bosses" in that your battalion supports several brigade-level commanders. To make this work, you must do the following:

- Keep them all informed.
- Educate them as to your capabilities.
- Meet frequently with them to assess support provided to them.
- Not allow your subordinates to deny support.
- Diplomatically say "no" when necessary.
- Be positive and look for win-win situations.
- Not forget who your real boss is.

° All key people in the division or garrison affect your battalion; you must build good working relationships. Do not be adversarial or trade "gotchas."

° Make at least quarterly visits to supported commanders to monitor the quality of support provided. You may be able to do this more informally in situations where you see the commanders on a frequent basis.

- Invite the CG or ADC to your area occasionally to see training or attend an awards ceremony; do this without creating extra work for your troops.
- Establish a sharing attitude among the other combat support commanders.
- Seldom will your battalion be in one area; take advantage of those rare opportunities.
- Visit individual companies frequently and stop in on the supported commander at the same time.
- If in a divisional battalion, be very sensitive of your special staff responsibilities.
- During operations, locate near the CG and G3; it's the only way to influence the action.
- You will have an assistant who works full-time at the division, probably under the G3. Choose this officer carefully; he is extremely important in integrating your unit in division plans.
- Educate your boss and supported commanders.
 - Personally in-brief new ADC, brigade commanders, etc.
 - Conduct frequent officer training sessions for staff and commanders at maneuver brigade and battalion level.
 - Publish a short "get smart" booklet on your battalion's capabilities and how it fights. Keep it up to date!
 - Never pass up an opportunity to "sell" your unit to a supported commander; this must be a continuous effort.
- Your troops deserve recognition; in addition to your own awards ceremonies, encourage supported brigades to include your company or platoon in their recognition ceremonies from time to time, especially after major exercises.
- Because of widespread and diverse operations you must make extra efforts to maintain your intended focus and direction. Use monthly payday formations to communicate and reinforce your vision.
- You will seldom have all of your company commanders together. Use short written notes to ensure that they all get the same guidance and information. Note that this is not a substitute for frequent face-to-face guidance.
- Decentralization is absolutely essential to good combat support.

- Your company commanders have particularly tough jobs. Like you, they wear two hats - both commander and staff officer to the supported brigade commander.
- Set an azimuth for company commanders and let them go; the supported commander will let you know if your company commander needs help.
- Special functions are difficult to orchestrate; the focus on many events may have to be at the company level.
- You and your spouse should expect to have more social and community obligations than the average commander.
- If assigned to a division, expect to have administrative channels that are different than your command channels. Your battalion will probably be attached to a maneuver brigade for processing awards, UCMJ, etc.

Training

- Your training program is driven by that of your supported maneuver unit.
- Stay abreast of higher headquarters and supported units' long-range training plans.
- Coordinate your METL with supported units.
- Your SOPs must be deconflicted and integrated with those of your supported units.
- You must interface closely with other combat support units in your area.
- Early coordination with the supported units during the exercise planning process will ensure that your training objectives are met.
- Post support taskings are inevitable.
 - Pull your fair share.
 - Maintain unit integrity when possible.
 - Seek taskings that use your unit's skills.
- Habitual association of your companies, platoons with supported units can pay great dividends. Encourage a close association.
- If your division or garrison uses three cycles (support, mission, prime time), you will probably be in all three at once.

- Be prepared for schedule changes; be flexible within reason. To be too rigid will deny support; too flexible will abuse your troops and commanders. If you're lucky, the training lock-in rule will be strictly enforced in your division; if not, do your best.
- Your supported brigade commanders will have individual styles; you need to be able to deal with them all.
- Send an S3 representative to all major training meetings of supported units.
- A liaison officer at supported headquarters can pay great dividends.
- You will generally compete for range time with the brigades. One way to solve this problem is to cooperate and "piggyback" with supported maneuver units.
- Cover and concealment are difficult for support units with lots of equipment; demand it and practice it.
- Night movement is difficult; practice it frequently.
- You must know your supported units' mission to do yours; study the supported units' plans and doctrine.
- You will be the proponent for all training in the division for your branch; accept the challenge and be a positive member of the combined arms team.

Personnel

- You will be the proponent for management of your branch personnel.
 - You must coordinate closely with the G1/AG.
 - Get your CSM actively involved on enlisted personnel.
- You will play actively in the selection and assignment of S2s, CESOs, Bde Engrs, etc.
- You will have low-density MOSSs that are peculiar to your battalion.
 - This will reduce flexibility of personnel actions, particularly on senior enlisted.
 - You may find it necessary to deal directly with your branch at PERSCOM; don't hesitate to do so.
- Your CSM should work enlisted matters.

- Nondivisional units and divisional units of the same type compete for personnel on an installation. Recognize differences in ALOs and priorities in allocating what may be scarce resources.
- Recognize that you will probably have to deal with rebranching and detailing of lieutenants.
- Changing due-course key personnel (like company commanders) can raise havoc with supported commanders who are looking at the next key training event. Changes must be made but plan ahead so you don't surprise the supported unit commander.
- You will be the personnel expert in your branch; be prepared to advise your own officers and those from other units.
- Administrative actions are more complicated because of your unit's diverse missions; be personally interested in tracking these personnel management performance indicators.

Logistics/Maintenance

- Maintenance must be a top priority; your unit can't successfully support without a good program.
- You will be the proponent for all of your branch-related equipment.
 - Host new equipment fielding and training.
 - Contribute to development of equipment and doctrine.
- Property accountability takes on new dimensions because of your unit's fragmented operations.
- Ensure that inventories are part of recovery operations after exercises.
- A tough dispatch policy that confirms PMCS and scheduled services will contribute more than anything else to a solid maintenance program.
- Recovery operations are critical after all field exercises; put them on the training schedule.
- Establish pride of ownership among your operators. Every piece of equipment should have an accountable operator and a supervisor.
- Logistics and maintenance should be your XO's focus.

Conclusion

° You and your battalion exist to support the combat maneuver commander; never forget that and never let the supported commander forget that. Make yourself and your battalion an integral part of the combined arms team. You'll know you've got it right when the supported commander refers to your unit as "my engineers" or "my communicators."

CHAPTER 5

COMBAT SERVICE SUPPORT BATTALIONS

While support battalions have leadership challenges and opportunities similar to maneuver battalions, they also have unique dimensions. Key is that support commanders lead troops who must be both soldiers and specialists to provide the support required and expected. Support units have high visibility; therefore, the projection of an image of confidence and demonstrated mission ability is paramount.

Unique Leadership Aspects

Support outfits frequently have an image problem. Service is your unit's business, but it takes extraordinary efforts to make your diverse unit both soldier and support. Your operating methods will set the stage for your unit's credibility.

- Your unit is diverse and probably geographically spread out. "Education" of your boss and supported units as to unit limitations and capabilities is paramount.
- Go visit customers often; this is even more important if your unit is widely dispersed.
- Decentralize authority to the maximum; you cannot control it all.
- The nature of support units requires that your policies on formations, duty hours, disciplinary actions, and other troop related actions be considered accordingly.
- Troops need to know that customers appreciate their efforts. Make special efforts in this area; it will pay big dividends.
- Stress individual soldier self-discipline; unit commitments will seldom be by company, platoon, or section.
- Support soldiers must do what is right and expected, without detailed supervision.
- Company command of support units is tough; these companies are complicated, diverse, and fragmented.

- Select commanders carefully and support them fully; allow them to command.
- Educate customers so the company commander only has one boss.

- The battalion staff must totally support company commanders' missions and training. Remember that each company in a support battalion has different missions, assets, and capabilities.

- Put the best soldiers in companies; that is where the battalion's missions are accomplished.
- Round-the-clock missions mean you will seldom see all your troops at one time. Use any occasion to talk to troops and get out to see them where they work.
- Geographical dispersal and duty hours distort verbal communications; feedback is necessary to assure the word from battalion is getting out and is understood by soldiers in all organizational elements.
- Watch for weak NCO crossover points; the transition from technical backgrounds to leadership positions is sometimes a "rocky road."
- Outside influences, such as operating post functions, make significant change difficult in support units.

Management and Decisionmaking

You know your strengths and weaknesses better than anyone, so be honest with yourself. Talk to the present commander, and study areas where you are not current. Get yourself up to speed in maintenance management, supply accountability, reenlistment, military justice, administrative actions, drug/alcohol programs, OPMS/EPMS, leadership of female soldiers, and unit resource management. There will always be surprises in support units, but they are manageable if you have done your homework.

- Quickly learn the environment where your unit operates.
- Special attention must be given to your boss and his staff, and to supported units. Good relations with your boss's staff are essential.
- Your unit will have many MOSSs. MOS mismatch is driven by borrowed manpower, NCO shortages, and profiles; these three factors cause many support unit problems.
- The lack of centralization in support units (numbered companies, separate actions, unique missions, widely dispersed) makes administrative management difficult, but it contributes directly to a unit's reputation for excellence.

◦ Accurate projection of personnel losses and careful monitoring of assignments are critical in dispersed units. Malassigned soldiers frequently can't be moved and imbalances may take months to correct. Task the CSM and S1 to make this a top priority.

◦ Statistics can be useful in measuring support unit effectiveness. Use them when they make sense as management objectives but remember that they do not exist in a vacuum and are frequently influenced by nonstatistical factors.

Training and Operations

Support troops must be both technically and tactically proficient. Don't let them forget that they're soldiers. Training will be one of your toughest challenges. Your personal involvement will be critical to the success of your program.

◦ Be ruthless in your demand for comprehensive training proficiency; your battalion's ability to perform wartime missions depends on it.

◦ Individual training won't work without the active supervision and oversight of the CSM and the other NCOs.

◦ Identify SQT tasks performed on jobs; isolate remaining tasks for unit and individual training.

◦ SQT training for low density MOSSs can be difficult. Seek out other units with the same problem. Pooling resources can make a big difference.

◦ Carefully coordinate the training schedule to accommodate the diverse nature of operations.

◦ Adapt hours of operations at support sites to customer needs, but also accommodate your training requirements.

◦ Educate your boss and his staff and supported units as to your unit's mission uniqueness, capabilities, and special training needs.

◦ Support units require multiple learning centers; they must be open seven days/24 hours. TEC equipment must be colocated with Army manuals for optimum benefit to participants.

◦ Routine PT is not routine for support units. Stress supervised PT at each work site for all soldiers, with occasional company and battalion PT evaluations.

- Immediately schedule off-duty hour remedial training for PT "no-go's." This is hard to stay on top of, but essential to proficiency. Make sure it is scheduled even though it may require adjustments of support missions.
- Innovate occasionally with adventure training and obstacle courses.
- Plan training for support units in detail and supervise it carefully.
- It is difficult to get support units to the field due to support missions; use the ARTEP (External Evaluation) as a "wedge" to make this happen.
- Send your soldiers to the field with supported units; this will provide realism as well as credibility.
- Take the entire unit to the field at least quarterly.
- Demand detailed plans for tough, meaningful training. Support soldiers must understand what they are doing out there and why.
- Do all your support missions from the field; this is the true test of support proficiency.
- Watch out for the large "signal signature" in support units; use radios little; SOPs and coded reports to the maximum.
- Cover and concealment are difficult in support units. Frequent, demanding practice will help overcome this difficulty.
- Moving your support unit at night is difficult and dangerous; practice it frequently.
- Use aerial photos, infrared and videotapes to document camouflage, road movements, and other aspects of field operations; share with the troops in "real time" to maximize lessons learned.
- Support units are difficult to move for many reasons, but you must understand the requirements and practice them frequently.
- You will have to practice by phases, with total unit practices only periodically due to ongoing support missions.
- Every practice will require detailed coordination with your boss and supported units.

Special Personnel Considerations

The widest variance of mission duties are in support units. Given your structure, dispersal, tactical, and support missions, you must select the key people and ensure their training and "grooming" coincides with unit missions, goals, and aspirations.

- Go for team players; development of small support unit elements is essential to your mission accomplishment.
- Know where the soldiers in your fragmented units are; demand subordinate leaders also know their whereabouts; check shift workers at odd hours.
- Combat arms commanders see their soldiers almost daily; you will not have that luxury, but ensure you see your soldiers at least monthly. Visit mission sites, train junior leaders, and observe control measures.
- Support units frequently have large numbers of U.S. civilians or local nationals. Make sure they are included as part of the team and recognized for their accomplishments and contributions.
- The chaplain has an important and positive role to play in dispersed organizations. He should spend most of his time visiting units. Make sure his access to work areas is not limited. He is a good nonthreatening information conduit from the boss down and the troops up.

Logistics-Hidden Problems

Support units usually support others well, however, internal logistics is frequently a problem that gets commanders in trouble.

- Occasionally require the unit to exercise (or roll out) what they reported ready the previous day.
- When deficiencies are discovered, bring all unit resources to bear on solving problems quickly. Go to the problem areas!
- Billets, even if old, can be made livable by aggressive self-help maintenance and a few materials. Be conscious of your shift workers' needs.
- Ensure the soldiers' work space is allocated appropriate to functional requirements of their respective jobs.
- Allocate enough money for the billets, arms room, dayrooms, dining facility, and other "community" areas. This is especially critical to support your shift workers.

- Teach and require commanders to operate company field messes; your companies deploy separately so they must be able to run their own messes.
- Civilian contractors are part of most support unit operations. You must know the exact contract specifications and require exacting performance.
- Remember, contractor's work hours are frequently different than your troops'; adapt the division of labor so the entire operational work week is covered.
- Insist on comprehensive property accountability. A support unit's unique sets, kits, and outfits are extremely difficult to keep track of and to secure.
- Remember, the opportunity for property accountability problems increases with fragmented operations.
- Tap the wealth of local assistance available to the battalion. You or your XO must know the heads of outside support agencies.
- Advance scheduling of recreation services facilities, equipment, and instruction will have a positive effect on all aspects of your units' operations.

Community Impacts

Depending on the battalion's type and location, there will be varying demands from the military and civilian communities. Support units are especially susceptible to "extracurricular missions" due to their special capabilities.

- Attempt to accept only those jobs which are your unit's fair share of the community load.
- Remember, family problems increase in direct proportion to your unit's geographical spread.
- Special functions are difficult to plan and execute in support units. Be prepared to support and attend all over your command. You set the tone; plan on it.
- Encourage volunteer representatives to commissary, PX, clubs, and other community support activities' councils in your unit's several locations.
- Be conscious of the cost in time and money to your subordinates when you plan social events. Absentees will increase in direct proportion to frequency.

° Social and professional interaction with NATO or other allied units will not only benefit your unit, but will also be culturally rewarding for all of your soldiers.

CHAPTER 6

TRAINING BATTALIONS

If this is your first experience in a training unit, you will find the interaction with thousands of new soldiers different from your interaction with troops in a TOE organization. You will quickly realize that a training battalion is not an administrative command nor is it easier than TOE command. The Initial Entry Training (IET) environment is an extremely tough, stressful, and challenging one. You will experience a command, however, that enables you to see results, correct mistakes, and obtain great satisfaction from the daily accomplishment of your primary mission, training soldiers. IET is also an environment in which the soldier wants discipline, expects high standards and fair, concerned, consistent treatment as a soldier, not as a "trainee." Leadership by example and command presence have special meaning for you and all members of your command team. The contents of this chapter will assist you in preparing for and meeting the challenges of commanding new soldiers and cadre.

Preparing for Training Battalion Command

- Get unit reading files, read the Program of Instruction (POI), End of Course Test, and policy letters.
- Be in excellent physical condition, when you assume command.
- If your battalion has self-paced training, learn this concept before assuming command.
- Know the recruiting options/contracts and veterans benefits for the active and reserve components.
- The TRADOC PCC will enable you to "flesh out" the framework for training battalion command. Use the time wisely. It's an excellent course.
- Prepare yourself for the challenges and problems unique to the leadership of women.
 - Contact ODCSPER POC on Women in the Army issues (AV 225-4723) to discuss current Army policies pertaining to female soldiers.
 - Identify locally a female serving battalion commander or former battalion commander and discuss any questions/issues that you have.
 - Become knowledgeable on Army policies/requirements concerning dual military couples and single parents.
 - Talk to your peers about their experiences.

Command and Management

- There are major differences in command climates between various training centers and brigades. Learn your boss early on.
- Keep your time and energy focused on the primary mission of training soldiers. Don't get bogged down doing your sergeants' work, but ensure they adhere to established policy.
- Never carry a soldier whom you don't think will make it. This is misplaced compassion and spells trouble for your cadre.
- Realize that command emphasis on a problem will solve it initially--command presence will keep it from recurring.
- Focus on developing and taking care of your cadre and building team work; the troops are transitory, but the drill sergeants are not.
- Counsel every one you rate at least quarterly. Give them the news, whether good or bad. Help them establish goals.
- You and your CSM need to stay attuned to cadre stress and cadre "burn out."
- Every soldier must pull his weight in training and on the job. Fair and equitable treatment must be demonstrated.
- Soldiers go AWOL because they feel no one cares about their problems. Your drill sergeants are the key to a low AWOL rate.
- Periodically write and call field commanders to get their evaluation of your graduates.
- Occasionally meet with your cadre to see how things are going. You can pick up on a lot of frustrations they are experiencing if you listen to them.

Leadership by Example and Command Presence

- Your presence at critical events such as runs, road marches, live fire exercises, patrolling, and other forms of physically demanding training is vital. These tough activities are where soldiers gain confidence in the chain of command and where the potential for soldier abuse, injury or death is highest.

Battalion Staff

- Have a plan in mind for using your executive officer and command sergeant major. They must carry a great load since you may not be authorized an S1, S2, S3, or S4.

o Your staff will be young and inexperienced. Be patient and take the time to train them.

Lieutenants and Captains

o Your lieutenants and captains may perceive an institutional prejudice against training center duty. Don't gloss over this. Be positive, set the example and convince them that they are improving their professional development by developing their leadership and specialty skills.

o Showcase your captains to the Brigade Commander. He must know your officers to effectively senior rate them.

o Don't get frustrated with officer shortages. There is little you can do to get more officers.

o Don't be afraid to give up a good officer or NCO to further his or her development.

o Because of low officer density there is socialization between NCOs and officers. Ensure that your officers understand the difficulty in enforcing discipline if they are overly familiar with their cadre subordinates.

o Companies are as different as their commanders. Foster the willingness of your company commanders to learn good things from each other.

The Drill Sergeant

o Be acutely aware of and understand the men and women "under the hat." Some of the characteristics of a drill sergeant are:

- A hard charger and very proud.
- Knows the system and how to use it to advantage.
- Very, very good--they have a very high promotion rate.
- Unique soldier who is the role model for his/her entire platoon.
- Often feels he is the "abusee" and not the soldier.

o Some expected reactions:

- When under stress, a drill sergeant may tend to treat soldiers as they were treated as a trainee. Break the mold if it involves negative or abusive leadership.

- The campaign hat does not invest the drill sergeant with authority--the rank they wear and how they execute their responsibility does.

- May raise dead issues with the new battalion commander even though he doesn't really expect anything to be done. This is the drill sergeants' way of registering dissatisfaction. It is important that you listen.

- Some drill sergeants believe they must "tear down" soldiers and rebuild them in the drill sergeant's image; this is wrong.

- Some drill sergeants are attracted to drill sergeant duty because of the power of the position. Watch out for the few who place themselves on a pedestal and abuse the authority of their rank. Reward the ones who get down and show their troops how to do things right.

- Create a command climate where the drill sergeants can police themselves.

- Watch for "burn out" due to the extreme job pressures, long hours, and changes in family situations.

- The best way to know what's going on in your battalion is to talk to soldiers and drill sergeants. In most cases, troops praise their drill sergeants. When they do, tell the drill sergeant.

- Some drill sergeants may perceive you are over-supervising by interacting directly with the soldiers. Counter this perception by feeding back in a nonthreatening manner to the drill sergeant what you hear from the troops.

- Ensure the drill sergeant is taught how to communicate with the soldier in a positive manner. Praise of a soldier by his drill sergeant is extremely effective.

- Drill sergeants should hold a daily After Action Review with their platoons. This will help build the soldiers' confidence.

- Give impact awards to drill sergeants and other cadre when they deserve recognition.

NCO Support Channel

- You must decide early on how to employ your battalion command sergeant major. Use the NCO support channel. Insist that they participate with the troops in tough training.

- There is only one chain of command, but there can be numerous channels of communication.

- Use NCO task forces to solve problems. Give them the problem, a time limit, walk out, and return later for a briefing on their solution.

◦ Get your drill sergeant candidates, drill sergeants, and other cadre to the training courses available at your installation as soon as they arrive in your battalion.

Other Cadre

- Pay attention to your cadre who are not drill sergeants. Reward them and communicate with them.
- The influence of supply sergeants, armorers, mail clerks, administrative personnel, and cooks, on the morale and welfare of the troops is tremendous and they need to share the glory.
- Cadre have as much role model influence on soldiers in training as a drill sergeant.
- Be aware that cadre personnel shortages can degrade mission achievement--you may need to accept a lesser degree of performance.
- Soldiers who are not drill sergeants have no authority to punish soldiers in training.
- Be aware that tremendous opportunity exists for cadre to abuse soldiers in training.

"Burn-Out"

- Ensure that the chain of command provides quality and quantity time for cadre. This helps ensure good personal and family relationships and helps avoid "burn-out." Enforce a leave policy.
- Stay in touch with your cadre to sense their "burn-out" level. If you see it coming--do something!
- Drill sergeants know best when their counterparts are "burned." They must report it immediately.
- Off-cycle periods are essential in preventing drill sergeant "burn out."
- Regardless of the cycle break's length, use this time to schedule mandatory training, facility maintenance, etc.
- Rarely extend a drill sergeant past his 24 months. Do it only with the agreement of the entire chain of command and the drill sergeant's spouse.

Civilian Employees

- Treat your civilian employees as integral members of your battalion.
- Become familiar with civilian personnel policies and regulations that impact on their careers.
- Include civilian personnel in all battalion functions.
- Remember that soldiers in training also judge the Army based on the civilian personnel they see.
- Ensure that your civilian instructors adhere to all policies and regulations pertaining to soldiers in training.

Maintenance/Logistics

- There is a good possibility you will have either very inexperienced or non-76Y supply people.
- If your battalion training is equipment intensive, get smart now on maintenance to avoid "training stoppers."
- Daily checks should be done; formally inspect "the system" at the end of each cycle or quarterly.

Dining Facility Operations

- Soldiers go to a dining facility to eat--have cadre leave them alone to consume their meal in peace.
- Drill sergeants need to be familiar with good nutrition to ensure their soldiers consume a well-balanced diet.
- Take a very active interest in the dining facility. Even if it is run by civilian contractor, they are responsive and responsible to you.

Safety

- For safety, troop welfare, and leadership by example, demand that your cadre participate fully in physically demanding activities.
- Heat and cold injuries must be prevented. Learn how to recognize when a soldier is about to become a heat or cold casualty and take immediate action.
- Have all newly assigned cadre attend classes on how to prevent and treat heat and cold weather injuries and how to perform cardiopulmonary resuscitation (CPR).

- Ensure water is available at PT, meals, training sites, and during runs; constantly check.
- Insist the soldiers drink fluids before and during hot weather activities. Your drill sergeants must enforce this policy!
- Watch out for "dumb things" being done by inexperienced or uneducated cadre members in charge of troops.
- Ensure all cadre members understand your Battalion Risk Assessment Program.
- Be aware that drill sergeants can subtly influence soldiers not to go on sick call. An untreated injury will only get worse.

Personnel Accountability

- Initially, twenty-four hour a day control of the new soldier is a must. Total control should be gradually lessened as the soldier's development and self-discipline progresses.
- Check the personnel status report of your companies; follow up on personnel missing from training.
- Lack of personnel accountability is usually indicative of more serious command problems.

Soldier Reception

- Make the soldiers feel they are an important part of the unit from the day they arrive for training; address them as "soldier" not "trainee."
- New soldiers should be greeted immediately upon arrival by an officer or drill sergeant whose uniform with awards and decorations serves as an example of the personal appearance standards of your command.
- The initial greeting should consist of a welcome to the Army, the soldier's unit, and an explanation of what he can expect over the next few days.
- Let soldiers know who is in charge. Intimidation has no place in training. The job of the greeters is to minimize trauma.
- Give a comprehensive orientation to the new soldiers at the beginning of the cycle. Tell them what they will be doing during training. Include a discussion of the rich historical heritage of the regiment they are joining.

Training

- You are a subject matter expert. Learn how to bring about change in the POI when you believe change is needed.
- Learn the Basic Skills Education Program (BSEP). Many of your soldiers are likely to be enrolled.
- You are the training manager. Maximize use of training time.
- The training company commander is responsible for training the soldier to standard. The drill sergeants are his tools to accomplish this.
- Create an environment that accommodates individual learning differences.
- Have programs to support soldier development of pride, motivation, esprit, discipline, physical fitness and spiritual soundness.
- The soldierization process includes teaching the history, traditions and heritage of the Army.
- Most make-up training is conducted by the drill sergeants. Concentrate on those skills necessary for a soldier to survive on the battlefield.
- Pay attention to sick call rates. They impact upon successful training and can indicate internal command climate problems.
- Reinforcement training is continuous. It is a drill sergeant's responsibility to conduct reinforcement training.
- Don't waste valuable training time.
- Use peer instructors.
- The FTX periods give your battalion the opportunity to be innovative with training events.
- Check night training and bivouacs frequently.
- Statistics are a necessary part of the training environment. Use them as a tool to help measure training effectiveness. If your emphasis gets to the point where cadre feel pressure to "get good stats," it has gone too far.
- Be aware of the unique training challenges in the split-option enlistment program. This program allows individuals to complete basic training and return the following year to complete AIT.

- Don't cancel training because of inclement weather unless it represents an unacceptable safety hazard.
- The bottom line is to graduate a soldier who does the right thing at the right time at the right place whether someone is there to tell him what to do or not.

Training Distractors

- Training distractors are a fact of life.
- Actively attempt to minimize last-minute changes. They are extremely disruptive and cause tremendous stress at the drill sergeant level.
- Garrison details will always exist. Take your fair share. Fight unreasonable taskings and propose workable compromises.
- Good planning will reduce training inhibitors.

Physical Training (PT)

- Make PT tough and innovative--the soldiers will be proud of themselves when they achieve a high level of physical fitness.
- The chain of command must be sensible with PT and progressively challenge the soldiers as they gain strength.
- Decentralize PT to company level. Command presence at every PT formation must be mandatory.
- Every soldier must be challenged physically. Use ability groups.

Graduation

- Graduation is a military exercise that must be accomplished with precision and formality. Make it an event the soldier will long remember.
- Graduation is also significant to the family and friends. Talk to them about the Army; this builds confidence and is good for recruiting. Treat the families with dignity, respect, and an understanding of the many miles they have travelled to show pride in their soldier.
- Have newly arrived soldiers attend a graduation ceremony. They need to know there is light at the end of the tunnel.
- Consider having a "super supper" for all cadre and their families at the dining facility the evening of graduation. This is a good time to recognize deserving soldiers, and to hail and farewell members of the battalion.

Holdovers

◦ Holdovers can be a management problem. They are still soldiers in training and must be treated as such.

Reserve Forces

◦ Become familiar with the reserve structure and the satellite/displacement program.

◦ Your unit may have a Reserve Component support mission. If so, pay attention to the qualifications of the drill sergeants that will displace your cadre. They must be certified or they should not be allowed to train troops. Make sure they meet all other Army standards.

◦ Over one-half of the soldiers you train may be from the USAR/NG. Ensure that they are totally integrated into your companies.

Soldier (Trainee) Abuse

◦ Soldier deaths through abuse occurred at Forts Jackson and Dix in the summer of 1978. The incidents at both centers were attributed to a lack of command presence and supervision. Read Deaths and Abuses of U.S. Army Trainees (See bibliography).

◦ You must assess when and where there is the highest probability of soldier abuse and/or injury or death and BE THERE. Instill this in your company commanders.

◦ Abuse of soldiers consists of more than physical abuse; get post and brigade policy letters on this critical subject before you assume command.

◦ Never counsel a male or female trainee behind closed doors or one-on-one.

◦ Do not permit any member of your unit to use his position to gain favors, money, or any advantage from the soldiers.

◦ Ensure adherence to AR 600-50 Standards of Conduct as it pertains to gifts.

◦ Policies which will assist in preventing incidents of abuse include:

- Prohibiting cadre members from going into barracks in civilian clothes or after consuming alcoholic beverages.
- Requiring an additional drill sergeant or member of the cadre to be present during counseling sessions.

- Prohibiting physical contact and other procedures which may give the appearance of supporting trainee abuse.

Entry Level Separations (ELS)

- You must quickly establish your policy on the discharge or newstart of deficient soldiers. You have an obligation to the soldier and the Army to establish a fair policy that is consistently administered.
- Discharge disruptive soldiers expeditiously. If you do not, they will infect your good soldiers.
- Don't become ego-involved with a soldier. If you are confident he has been given every opportunity to succeed, discharge him.
- Talk to potential ELS candidates very early in the training cycle so you can have a personal impact on making them productive soldiers.
- Sensible and expeditious use of your ELS authority can help minimize potential abuse and drill sergeant frustration.
- Become knowledgeable on medical board procedures. This is a slow, tedious process that often causes long delays.
- Unless absolutely necessary, do not remove soldiers undergoing ELS action from training. They may turn around and become productive soldiers.
- If you are a BT commander, don't pass an ELS candidate to the AIT commander. It just delays the elimination process and causes problems for another unit.

The Female Soldier

- A word on female soldiers in the IET environment.
 - Don't expect problems to happen just because females are in your unit.
 - Female soldiers will resist going on sick call just like males.
 - Just like their male counterparts, female soldiers want to succeed in their training and be used properly in their MOSSs.
- Visit a training battalion that trains both male and female soldiers; you will learn a lot even if your battalion is all male.

Fraternization

- There are legal implications to fraternization; learn what they are through discussions with your SJA. Make sure everyone knows your policy and its consequences. The key to minimizing fraternization is education.
- Be especially alert to any signs of fraternization between a drill sergeant and a soldier. It is grounds for relief.
- If any member of your command uses his position to solicit or accept sexual favors, take immediate action to remove him from the training environment.
- Key people in preventing fraternization are first sergeants and the command sergeant major.

Spiritual Development

- Your participation in church services, and that of your cadre is encouraged. It will put things in perspective as your troops share meaningful experiences with their chain of command. Wear your blues to church on occasion. Most new soldiers have never seen the blue uniform.
- Encourage your chaplain to mix with the soldiers. Work together closely with your chaplain to develop your soldiers' spiritual soundness.
- When religious holidays occur, every effort must be made to give soldiers and cadre time off for worship.

Newstarts/Reclassification

- Emphasize that newstart/reclassification is not punishment. Make sure your drill sergeants do not threaten newstart/reclassification to motivate soldiers.
- A soldier who is ill, but continues to train, can suffer severe injury or death. They do this to avoid being newstarted. If a soldier is sick, get him on sick call immediately.
- Soldiers newstarted/reclassified for training, motivation, or physical deficiencies, and other holdovers, can present a morale and control problem. Have procedures to manage this problem.
- Personally counsel soldiers you newstart/reclassify. They must be told that they are not failures and exactly why they must repeat training.

After Action Reviews

- During cycle-breaks, assemble the cadre of each company, evaluate what was done right and wrong during the cycle and discuss what needs to be done next cycle.
- Training/unit performance assessments are a continuing process.

Cycle-Breaks

- Suggestions for cycle-breaks:
 - Keep the battalion and company headquarters operational.
 - Shift to a normal duty day.
 - Encourage leaves and time for personal affairs.
 - Conduct cadre professional development classes.
- Cycle-breaks are excellent times for inspections of supply, arms, administration, etc.
- During cycle-breaks, meet with your supply sergeants, cooks and clerks. Listen to their concerns and fix problem areas. Ensure all battalion policies and procedures are understood.

Crime Prevention and Physical Security

- Attention to detail and education are key to minimizing losses and theft of money, valuables, and items of equipment and clothing. Instill this into the soldier from the day he arrives.
- Control high value items soldiers are permitted to have in their possession. Make use of baggage rooms.
- Tight key control is an absolute necessity; it minimizes thefts.
- Drug abuse is still a problem. Announce an aggressive drug control program immediately after taking command. Put teeth in it and enforce it.
- When a crime occurs, conduct a thorough analysis of the event with the entire chain of command. Include drill sergeants in this analysis session.

CHAPTER 7

RESERVE COMPONENT BATTALIONS

Battalion command for the National Guardsmen or Army Reservist presents challenges which differ significantly from those found in the Active Army. This chapter supplements the material presented thus far and focuses mainly on concepts unique to the reserve component commander. It deals with the most glaring differences in situations, relationships, and types of duty, but relies on the previous chapters for conventional military guidance.

Understanding Your Command

The Army National Guard (ARNG) and US Army Reserve (USAR) exist as a part of and necessary adjunct to the United States Army.

- ° In the Guard more than in the Reserves, there is a unique management system requiring commanders to operate units similar to those on active duty. Much pressure is exerted to make both the Guard and Reserve fit a "mold," but you must always remember that your operation is a part-time career for most of your soldiers.
- ° Career guardsmen and reservists share the peacetime obligation to educate the civilian and military communities on what their organization is and is not.
- ° Convey the reality that reservists are both careerists sharing an avocation for a variety of reasons and professionals pursuing a military career in a different setting. Relay this information in a meaningful way at every opportunity. You should be aggressive about telling your story to local community groups.
- ° Accommodate civilian occupations in order to recruit and retain the force.
- ° Reserve and Guard commanders and their subordinates are fortunate that they bring civilian-acquired skills, cross-training, and expertise to their units. Put these skills to work.
- ° Recognize early that personnel turnover and the inability to train frequently will make your task even more difficult.

Special Relationships Within the Reserve Components

The Command

- You most likely know the man you are succeeding. He is your best source of information about your command--both good and bad. Speak to him frankly and draw what you can firsthand.
- You probably will know many of your new staff, and their inputs will be valuable.
- Review the FORSCOM forms 1-R and 2-R from annual training and study the previous AGI report.
- Determine the status of all units and split units separately. The overall status of the command will then come into focus.

Time and Distance

- The reserve component commander's most significant constraint is time. This is often compounded by the geographical separation of subordinate units which may be hundreds of miles away and scattered over two or three states.
- Time Management: Time will be your most precious asset. Take a time management class, or read a time management book and develop a time management system that works for you. There are plenty of systems on the market, invest the money and buy one, it will pay for itself many times over.
- Do your planning between drills and only conduct a minimum of administration during drills. Reserve the maximum amount of time for command supervision and interface with soldiers.
- Minimize conduct of staff and commander's calls during drills. If you must have one, schedule it well in advance so your key people can plan around it.
- Communicate regularly (a minimum of once each week) with your subordinate commanders. Use AUTOVON connections or state WATS lines if available. Keep records of commercial calls; they're deductible.
- Make use of available military aviation assets to visit your units or to get a commander in to see you when a commander's call is required.
- Develop relationships carefully in those cases where you have units spread over more than one state. You will be inter-acting with unfamiliar commands. Develop these relationships carefully because two or three adjutants general are interested spectators.

Organization

○ You will more than likely select almost a complete set of new staff officers and commanders during your command tenure.

- Remember the quality of these selections will help determine future successes of your command.

Personnel

○ Your full-time technicians need to be top-notch and the sooner you know their capabilities, the better.

○ Your success is highly dependent upon the support and professionalism of this group, and you in turn must support them. Develop strong relationships early.

Support

○ Use all the support and advice you can get from helpful sources.

○ Check with your peers who are having similar problems.

○ USAR schools and training divisions can conduct classes of all kinds.

○ Your Readiness Group can train your trainers. Affiliated active units who have that "new" item of equipment you will be getting next year can also help.

○ Respect the limitations they have on their resources and don't waste them.

Subordinates

○ Your subordinates normally see you infrequently, so you must make special efforts to let them know you.

○ Read all your own paperwork and always sign for yourself. It takes longer, but pays great dividends.

Recruiting and Retention

○ USAR commanders rely primarily on USARC recruiters while the National Guard does its own recruiting.

○ Fill your ranks with people who view themselves and what they do as worthwhile, satisfying, challenging, educational, and aiding the success of the organization.

- Make sure this happens because these people are also your best recruiters. They have friends that your command needs.
- Get everyone involved in recruiting and retention. Focus your resources. Retention is everyone's business, first line leaders, supply sergeants, cooks, everyone.
- Your soldiers are your best recruiters. If they enjoy the training and are being treated fairly, they will recruit their friends.
- Soldiers like tough, challenging training focused on the wartime mission best.
- Make sure your full-time staff is involved in your recruiting program and get to know the people who provide your full-time recruiting support on a personal basis.
- If strength is a problem, go to work on it fast. Don't wait, thinking it will fix itself; it won't.
- You are the catalyst. You need to be the cheerleader. Talk about success stories and celebrate every accomplishment.
- Don't retain people who are not contributing (AWOLs and nonperformers).
- Monitor attendance (AT and IDT) to ensure subordinates are not keeping people on the books who are not present.
- Establish tight controls on the release of good soldiers. Don't let good soldiers out of your unit until you and the CSM talk to them personally.
- Give clear guidance to your commanders on how you want requests for discharges processed.
- Set clear strength goals for your commanders, put it on their OER support forms and reflect the results on their OER. Have them do the same for their officers and NCOs.

Duty Scenarios of the Reservists

Inactive Duty Training (IDT)

- Training: The active component uses a 4-5 week lock-in for training. As a minimum, you need to use a 90-day (3 month) training lock-in.

◦ Get all the assistance you can for supporting your training requirements, i.e., Readiness Groups, Mobile Training Teams, etc. But don't let them take over the training of your soldiers. That is a responsibility of the unit leadership.

◦ Collective training will be your most difficult challenge. Building a cohesive team is only possible if the soldiers have confidence in their leaders. They get this by having their leaders train them and demonstrate their competence.

◦ Request needed training resources early. A year in advance is not too early to ask for equipment, training areas, support personnel, training aids critical to your training needs.

◦ Coordinate with other active and reserve component units to ensure you have the entire combined arms team training together at every opportunity. Don't just do this for major training events.

◦ Give your subordinate commanders encouragement to conduct combined arms training at their level.

◦ You should review all activities from a go-to-war point of view. If it doesn't prepare your unit to perform its wartime or state assigned mission, you should not be doing it.

◦ Planning for major events: Every training day is a major event in the reserve components. Treat it as such. Dedicate the resources necessary to make it a valuable and successful activity.

◦ A family day, scheduled coincident with a MUTA-2, can be very effective in gaining family appreciation for a soldier's job. Allow families to eat a meal, observe training, and look at some equipment while the soldier trains.

◦ Be oriented toward your readiness posture and the future. Know where you want your organization to be one year from now, two years, and later.

Annual Training (AT)

◦ Use the results to govern next year's training activity.

◦ Remember, all your people want to enjoy AT, too. To the extent you make this possible--you retain and recruit.

◦ Work on collective training during AT and ensure your command has a sense of accomplishment by the end of AT.

State Duty

- The state duty mission is unique to the National Guard and it is very important.
- The surprise, deployment, and diversity of a state mission in time of disaster or civil disturbance will tax your leadership and management capabilities to the maximum. Plan for and conduct rehearsals of your state mission if possible.
- Prepare yourself and your staff for several possible scenarios in advance.
- Plan to be personally involved if one of your units is called to state active duty--especially in the beginning.

Mobilization

- Ensure that you emphasize those activities (Mission Essential Task List) which contribute to the successful accomplishment of your mission on active duty as a TOE organization.
- Practice your upload and deployment plan a minimum of once every 2 years.

Command and Management Philosophy

- You as a commander cannot change the structure of your organization, but you personally create and regulate the climate for successful command.
- Visit each unit in your command and talk about your goals and objectives at the earliest opportunity.
- Command style is personal like a suit--make sure yours fits. Don't try to copy someone else's style.
- Often it is difficult to distribute tasks equitably among the full-time employees and traditional soldiers, but see that each subordinate carries a part of the total load and has an opportunity to develop his own skills and abilities.
- Communication skills are critical to the RC commander. Impart your guidance effectively and assess the feedback correctly or you will be unable to efficiently control your organization no matter how intelligent, dedicated, and ambitious you are.

◦ Reservists and guardsmen at all levels must have a sense of purpose and accomplishment. They must believe what they do and how well they do it makes a difference to the unit. This is motivation.

Management Techniques

◦ To this point in your career you have been successful because of your ability to get things done. For the most part you did much of it yourself. Your role has now changed dramatically. Now if you do it yourself you are often doing someone else's work and denying them the proper training to perform their assigned duties. Keep this in mind as people try to get you to do their work.

◦ Learn how to read the personnel and logistics printouts provided by higher headquarters. These printouts provide valuable information on key indicators within your units.

◦ Know when and how to delegate effectively.

◦ Visit your subordinate units as often as you can, a minimum of once each quarter.

◦ Get as much information as possible out to the units as fast as possible. A little information early with a warning order is far better than all the information late.

◦ Give plenty of praise. There are plenty of things being done well; find them and acknowledge them.

CHAPTER 8

RECRUITING BATTALIONS

A recruiting battalion will provide you with unique leadership and management challenges. No two battalions are alike in terms of geography and demographics. You will be afforded an opportunity to interface with the communities and citizens of your battalion's area of responsibility. The soldiers of your battalion will represent the Army's very best, across the spectrum, all MOSs, units, interests, and skills represented. This chapter provides advice that should be useful in any recruiting environment.

Precommand

- A recruiting battalion is an atypical command. You will not know everything you should before arrival.
- Get your uniforms in good shape. You will primarily wear Class Bs and As.
- At USAREC Precommand Course:
 - Be positive.
 - Ask questions.
 - Get familiar with acronyms.
 - Understand it's a fire-hose treatment.
- Read The First 60 Days by Edwards and Featherston.

Taking charge

- Learn system quickly. Use SGM and S3 as tutors. There is lots of "fog." You must know system to understand how it operates.
- Don't get captured by company commanders' excuses for why things can't get done or why some rules are obstacles (e.g., 48-hour packet rule for QC check).
- Inspect all stations ASAP.
- Have immediate brief (no more than 2-3 hours) from Bn staff. Make sure your XO, S3, and Senior Guidance Counselor are top-notch people. They must be the best.
- Travel with SGM for first station visit.
 - Solicit his views/perspectives/insights.
 - He can be your greatest asset--your advisor on technicalities and personnel. As a team you drive production.

- You're in charge, you're responsible, but your SGM is your partner.

Command

o You set the standards in all areas. Establish your position immediately.

- Preach integrity and standards of conduct always.
- Insist that your subordinate commanders know and care for their people (esp. their families and their living conditions).
- Remind troops constantly that they are ambassadors of the U.S. Army to the American public. Their conduct and appearance must be impeccable.

o Quality of Life. Work when your recruiters work. House calls are OK after 1800 hours. Late evening phone calls are counterproductive, recruiters should be home with their families after 2000 hours. You should occasionally call station commanders between 1800-1930 hours Monday, Tuesday, and Wednesday.

o Your battalion must have a solid, effective sponsorship program.

o Your health benefits advisor must be proficient.

o Implement a home visitation policy by company leadership within 30 days of a new recruiter's arrival.

o Deal swiftly and fairly with complaints.

o Maximize the annual training conferences and company training conferences as occasions to incorporate the families.

o Talk to the spouses on a regular basis. They will help you monitor the pulse of the battalion.

Missioning

o Prepare for your briefing to the Commanding General's Battalion Commanders Mission Adjudication Conference (BMAC). Know and edit your slides. Don't shoot from hip. Do your market analysis carefully. Study and understand.

o As you prepare your companies missioning recommendations:

- Consider their market, above all.
- Consider their past performances.
- Their personnel situation.
- Their morale.
- Mission fairly and insert common sense.

o Plan the Station Commander (SC) MAC's (Mission Adjudication Conferences) carefully. Use them as training sessions. Show your SC's how to analyze the numbers they collect (it is surprising how little understanding many of the 1SGs and SC's have of the data they collect and how to react to it!). By requiring the SC's to brief you on areas requiring emphasis (e.g., junior or female production), you'll ensure their effort in those markets.

- Ensure monthly counseling is based on recruiting standards, "met or exceeded goals, year to date status," and specific actions to take for improvement next month.

Key Relationships

Executive Officer

- o Use as chief of staff.
- o Trust him or replace him.
- o Keep him well informed.
- o While you and SGM focus on the field force and production, charge your XO with providing the resources and running the staff.

Sergeant Major

- o Your most critical relationship.
- o Your technical advisor and mentor.
- o Strive to establish close rapport, you must trust him or replace him.
- o He is your key advisor on all enlisted matters (assignments, awards, discipline).
- o Make a point throughout your command of visiting stations together but equally as frequently going your own ways, you must both live in the field away from headquarters.
- o Ensure SGM and 1SG conduct a daily DPR (Daily Performance Review).

Company Commanders

- o Do not allow any company commander to become the battalion "dud," make him succeed, if he can't learn or lead, replace him.

◦ He will be apprehensive upon arrival, it's a new business for him, too.

◦ Emphasize integrity.

◦ Early in their command (first two weeks) you and your SGM should spend enough time with each new commander and visit all their stations to discuss your expectations and philosophy.

◦ They must be familiar with their market, their troops, and facilities, get them out of their Hqs.

◦ Have them rehearse and develop proficiency in public presentations.

◦ Interface with them daily--if the DPR is not on glide (making steady progress toward mission); and 2-5 times a week if their progress is satisfactory.

◦ Ensure company commanders compete against their own past performance rather than each other, markets can vary significantly even within a company.

◦ The chain of command must be used to establish responsibility and accountability.

◦ Don't overreact to bad news. Be prepared to run interference for them with the Brigade Commander (their senior rater), whom they will only see infrequently.

First Sergeants

◦ They are key to mission accomplishment. They must be technically competent, and firm, caring troop leaders. You have to get to know them well. Dialogue frequently.

Staff

◦ Your XO is your staff chief.

◦ Emphasize constantly that the staff's function is to support the field, not vice versa.

◦ Recognize them--the staff are often unsung heroes.

◦ Keep information flowing. Brief the staff about the battalion's status.

◦ Your education coordinator is a critical liaison with local educators--your school program will reflect his effectiveness.

- Your A and PA (Advertising and Public Affairs) section must be media savvy. Use them to polish your public presentations. They must be wired and sensitive to support available from active Army units Total Army Involvement in Recruiting (TAIR) program.
- Check waiver packets carefully, you must have a competent, thorough waivers clerk.

Brigade Commander/CG/DCG

- Their visits to the battalion area will be relatively infrequent; provide them succinct briefs and get them to the field to visit stations.
- Solicit from their ADC's or COS's the information or areas in which they are particularly interested; talk to other Bn Cdrs they've visited.
- Be straightforward, present your problems and propose solutions.
- Write post-visit reports that succinctly relate the main points of their visits.

MEPs Commanders

Strive to cultivate and maintain a positive relationship. Each command has its peculiar requirements; a positive relationship is win-win. Visit with him on a regular basis, combine with your trips to your guidance counselor shop.

Production Management System (PMS)

- Use your SGM and Ops NCO to get smart on PMS.
- Use it as an indicator and not an end unto itself.
- USAREC minimums are a reasonable standard; if you set formula-driven requirements that are unrealistic, you'll get what you ask for (max reasonable requirements seem to be: 7 appts made, conduct 4-5, test 2-3 a week)--although extraordinary times may require extraordinary efforts.

Your Force

- Your recruiters are American soldiers--they will get praised and abused in the course of their duties. Take care of them; remember they have families, too.
- Recruiters must feel good about themselves and their Army to effectively represent it.

° Recognize your soldiers at every opportunity, they are your most important asset and must take priority over all else.

° Remember, however, they are trained salesmen. Don't get captured by their words versus actions (i.e., reasons why they can't make mission). Overcome their objections, but be sensitive to their personal problems.

° Do not tolerate breaches of integrity or misconduct. Set an impeccable personal example in everything you do or say.

Essential Programs

° Public Relations.

- Some of your most productive contacts will be members of the school boards and state education officials.

- Make a point to call on the area's congressional representatives.

- AUSA chapters are also influential contacts.

- Always take advantage of an opportunity to get on a radio talk show or TV interview (your A & PA folks can be invaluable here).

- If you must minimize any area, let it be talks to Rotary, Civic Groups, etc. that sound great but don't generate contracts.

° Your Education Coordinator should have solid rapport established with school boards and school superintendents. He must effectively sell the ASVAB to Army designated schools. You must assist.

° Your station commanders, with assistance from company commanders, need to cultivate their high school counselors.

° Delayed Entry Program (DEP) management is critical. Regard your young DEPPERS as soldiers. Make them feel part of an effective, caring organization.

° Insist on quality, well-planned DEP functions and DEP follow-up by your station commanders and recruiting force. Personally attend DEP functions whenever possible. Your presence will add much and enhance your rapport with the force.

Station Inspections

° No casual visits--don't waste your recruiter's or your time--inspect!

° Have your company commanders accompany you on inspections at least once a quarter.

- Early on, have your SGM tutor you regarding techniques for effectively and quickly inspecting a station.
- Station and recruiter appearance should always be evaluated.
- A quick review of graduate and high school Lead Refinement List (LRL) can provide great insight about a station's high school and grad programs.
- Emphasize integrity always.
- Inspect stations at least 3-4 days a week, Battalion Commander and SGM must live on the road, out of Headquarters; be in your stations.
- Your inspections will drive production. You may have to concentrate on poorly performing stations, but don't let any station go more than 6-7 weeks without a Bn Cdr/SGM inspection.
- Solicit personal and professional concerns from your recruiters. Emphasize the importance of their mission to the Army and our nation, and depart on a positive note. Recruiters must feel good about themselves to sell the Army to others.
- Ask always, "Have you talked to your 1SG or SGM about this?"

Awards and Recognition

- Use your Battalion Newsletter to get photos and recognition for your force.
- Make gold badge presentations a big deal.
- Strive to include families/wives in promotions, reenlistment, and award ceremonies.
- Don't forget to recognize the staff and guidance counselors.
- Lavish praise and make sure efficiency reports reflect those who make the standard--an aggressive awards and recognition program is critical.
- Learn when to react and not overreact to numbers. Be forceful, tough, and unforgiving with slippage.

CHAPTER 9

FAMILY SUPPORT

Family support will be one of the most important aspects of your command. It is not a spouses' coffee group, or a social organization.

Family Support Program

The Family Support Program is a COMMAND program--you, the Commander, determine its success or failure.

○ Avoid having the Battalion Commander's spouse run the Family Support Program. The spouse may not be available during long-term unit deployments due to family responsibilities. However, the spouse should contribute to the Family Support Group (FSG) discussed later in this chapter.

○ Consider using one of your best staff officers as the rear detachment commander and Family Support Program coordinator. Make sure he understands the requirement to take care of family needs when they arise.

○ Ensure all spouses know who the family support coordinator is and how he can help.

○ Ensure the program is "living"--that it remains current, identifies new soldiers' spouses and actively helps them transition into your battalion/community.

○ Get your chaplain involved; his training in family life ministry will be invaluable.

○ Conduct town hall meetings with speakers from Post support agencies.

○ Develop a unit welcome packet that expands on the Post welcome letter.

○ Conduct battalion briefings/meetings before major training events and deployments or at least quarterly.

- Encourage spouse attendance by releasing the soldier spouse from duty. Require the soldier to attend if his spouse is not available.

- Conduct a duty hour session while children are in school and an after duty hour session for spouses who work outside the home.

- Provide nursery care and babysitting service.

- The briefing should include the following:

- 6-month calendar of major events.
- Army Community Service.
- Chaplain activities.
- Post support agencies.
- Staff Judge Advocate.
- Medical care.
- Family support plans and programs.
- Family Support Groups.
- Family Care Plans.

o Design useful programs that will appeal to the young spouse.

o As "budget savers" and esprit builders, allow families to eat periodically in the dining facility.

o Check to make sure that your soldiers have made "stay behind" arrangements for their spouses.

o Ensure family care plans are complete and can be implemented if necessary. Review periodically during local area training exercises.

o Intensify the program when the military spouse is deployed.

o Conduct periodic updates with spouses to tell them what is happening in the deployment area.

o Notify the families immediately if the deployment situation changes, so they don't read about it first in the newspaper.

o Ensure Family Support Program personnel know how to handle the media.

o Test the telephonic notification system during training exercises and update it monthly. Acquaint family members concerning how and when to use the roster.

o Include the needs of the single soldier parent. A viable family care plan may be even more critical to them due to the constant demands on them as both soldiers and as sole parents.

o Many local organizations exist to help young families preserve a healthy lifestyle and income. Have the S1 or Chaplain responsible for attaining and keeping current a list of civilian agencies that provide family assistance programs as follows:

- Women, Infants and Children (WIC) food supplement.
- Food stamps.
- Surplus food distribution.
- Heat Assistance Program (HEAP).
- Wholesale food sales.

° Keep the social side of the Family Support Program functioning all year long.

- Battalion should do something socially once a quarter.
- Make it very inexpensive.
- Potlucks anytime and parties around major holidays are effective.
- Consider Organization Day picnics.
- Consider visits to local field training sites for a family day during field training exercises.

° Publish a NEWSLETTER. Mail it to the spouse. Newsletters should include:

- Major events calendar.
- A section from each company.
- Commanders' comments.
- Chaplain's corner.
- Other pertinent information covering Post happenings.
- Spouse input from Family Support Group.

° Ensure you have current and comprehensive procedures to cope with soldier/family trauma, injury, accidents, death, etc.

- Be familiar with the designated Post support agencies.
- Get personally involved with the Survival Assistance Officer and the Chaplain.
- Ensure you appear calm, caring and in control.
- Discuss only the facts about the incident. Do not present false hopes.
- All unit actions should reflect dignity, respect and caring.
- Be prepared for the bereaved to go through the following stages - denial, shock, anger, guilt, depression, then resolution.

° Read DA Pam 608-47, A Guide to Establishing Family Support Groups.

° Read Choices and Challenges, A Guide for the Battalion Commanders Wife published by spouses of former battalion commanders in the USAWC 1991.

° During your PCC at Leavenworth, obtain a copy of A Resource Guide to Community Assistance.

° Contact the HQDA Family Liaison Office (AV 225-7714) for additional assistance and information.

Family Support Groups

Volunteer Spouse Family Support Groups (FSG) assist your Family Support Program to care, share, provide help, answer questions and give moral support.

- Visibly support and encourage spouses to participate and recognize publicly those spouses who provide active FSG leadership.
- Concentrate on involving all spouses, particularly enlisted spouses.
- Encourage all spouses to join company FSGs. Ensure that your company commanders know to support the company FSG.
- Make sure that all new spouses have someone designated that they can turn to for help.
- Conduct monthly battalion coordination meetings with all company FSG representatives.
- Consider encouraging the FSG to participate in any or all of the following activities:
 - Home welcome visits.
 - Chain of concern telephone tree.
 - Welcome packet input.
 - Battalion newsletter input.
 - Potluck dinners.
 - Single soldier dinners.
 - Organization Day activity sponsor.
 - Organized social activities (coffees, luncheons).
 - Organized local tours.
 - Holiday party activities sponsor.
 - Newborn mothers assistance visits.
 - Loan closet for childrens clothes.
 - Welcome home celebration sponsor.
- Plan all events well in advance to facilitate arrangements for baby-sitters.
- Solve as many problems within the spouse's chain of concern that you can. Try and get First Sergeants' spouses to run the chain of concern. The chain of concern is not just a phone roster.
- Problems that surface within the FSG chain of concern and then are solved through the chain of command may weaken the credibility of the FSG chain of concern. Give the FSG chain of concern appropriate credit for accomplishments.

Tips for Spouses of Battalion Commanders

The following tips are provided by spouses of former battalion commanders in the USAWC Class of 1991.

- You are an important part of the Command Team.
- Be yourself and have fun.
- Be available to talk to everyone. Listen to their input.
- Become involved, but don't try to do everything yourself.
- Have a positive attitude.
- Be enthusiastic.
- Remember, not everyone will agree with you, and you can't please everyone.
- Let all spouses know by your enthusiasm that they are all winners.
- Use other battalion commander spouses as an invaluable support system.
- Take time for yourself and your children, and you will be better able to support your spouse and meet the many demands of the command tour.
- Do not wear your spouse's rank.
- Be sincere--do not have any hidden agendas.
- Do not display:
 - phoniness
 - favoritism
 - pretentiousness
 - pettiness
 - authoritarian leadership
- Be happy with small results--reaching a few people who participate willingly is a success.
- Make social activities fun and unique.
- Recognize and appreciate everyone's contribution.
- You will be a mentor for other spouses. They will look up to you. You don't have to be an expert--just care.

- Genuinely care about all spouses even those who choose not to actively participate.
- Encourage support of all soldier, NCO and officer spouses.
- Get to know the names of all officers, NCOs and wives in the battalion.
- Keep track of new families. Call to welcome them.
- All you need to do is become involved and care in your own way. Whatever you do will be accepted.

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